Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia

1 April 1999

Training

BATTLE COMMAND TRAINING PROGRAM

Summary. This regulation outlines the Battle Command Training Program (BCTP) and prescribes policies, procedures, and responsibilities for Active Component (AC) Army Headquarters (HQ) in a Joint Forces Land Component Commander (JFLCC)/Army Service Component Command (ASCC)/Army Forces (ARFOR)/Joint Task Force (JTF) role, corps and divisions, Army National Guard (ARNG) divisions, ARNG brigades and supporting subordinate units participating in BCTP exercise rotations.

Applicability. This regulation applies to the Active Army, the U. S. Army Reserve (USAR), and the ARNG involved in training at BCTP. When applicable, this regulation specifically addresses differences between these components.

Supplementation. Do not supplement this regulation without approval from the Commander, United States Army Training and Doctrine Command (TRADOC), ATTN: ATTG-UC, Fort Monroe, VA 23651-1049. The proponent

has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Interim changes. The Adjutant General (AG) must authenticate interim changes to make them official. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent of this regulation is the Deputy Chief of Staff for Training (DCST). Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, TRADOC, ATTN: ATTG-UC, Fort Monroe, VA 23651-1049. Suggested improvements may also be submitted using DA Form 1045 (Army Excellence Program (AIEP) Proposal).

Availability. This regulation is also available on the TRADOC Homepage at http://www.tradoc.army.mil.

Contents

Chapter 1
Introduction

1-1. Purpose. This regulation describes objectives and concepts of operation and establishes responsibilities, policies, and planning guidance for BCTP exercise rotations.

1-2. References. Appendix A contains a listing of required and related publications.

1-3. Explanation of abbreviations and terms. The glossary contains abbreviations and special terms used in this regulation.

1-4. General. BCTP is the Army's capstone Combat Training Center (CTC). BCTP provides command and battle staff training for brigade, division, and corps commanders, their staffs, major subordinate commanders (MSC), and supporting special operations forces (SOF), using simulation centers world wide. It provides the frame-work to conduct command and control training from brigade to JTF level operations. BCTP provides a "free thinking" opposing force (OPFOR), certified observer controllers (OC)/trainers (OT), and senior observers (SROs) as mentors and coaches.

1-5. BCTP Mission. BCTP supports realistic, stressful training for ARFOR/ JFLCC, corps, divisions, and brigade commanders and their staffs to assist the Chief of Staff, U.S Army (CSA) in fulfilling his obligation to provide trained and ready units to win decisively on the modern battlefield and to conduct contingency operations worldwide.

1-6. BCTP Mission Essential Task List (METL).

a. Provide mid to high intensity, realistic, stressful training to Army commanders and their staffs, for the Total Army—both Active and Reserve Component (RC) units.

b. Conduct a BCTP rotation for each active division and corps commander in their first year of command (5 divisions, 2 corps, 1 Prairie Warrior (PW) annually).

c. Conduct a BCTP rotation for each ARNG division approximately every four years (2 annually).

d. Provide up to 14 BWFX rotations annually to ARNG brigades. Provide bi-annual BWFX rotations to the internal brigades of the 2nd Infantry Division.

e. Provide training assistance to Army, corps, and division HQ designated as a JFLCC/ARFOR or Commander, Joint Task Force (CJTF) (up to 8 times annually).

f. Provide staff assistance for contingency operations of US Army units.

g. Provide a "free thinking" WCOPFOR to support BCTP. Standardize operations in Army units in accordance with (IAW) current doctrine and provide feedback to doctrine centers.

h. Serve as a data source for improvements of US Joint and Army doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS).

i. Ensure that CTC rigor is incorporated into every exercise, while maintaining the flexibility to tailor exercise design to meet the commander's intent.

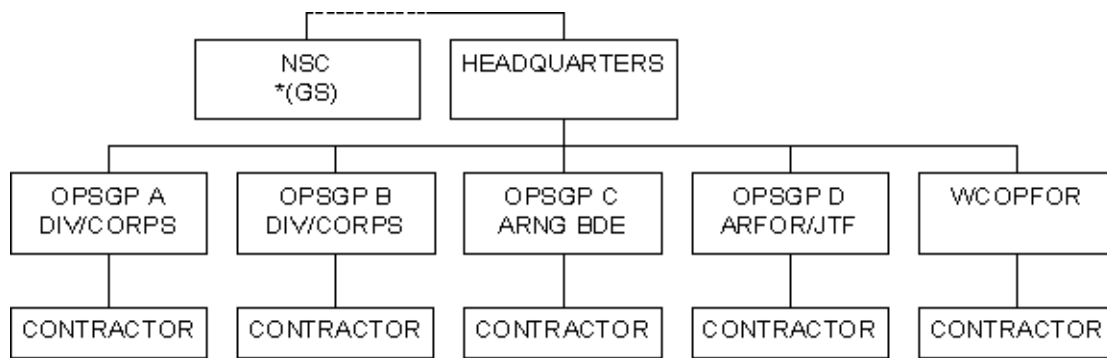j. Professionally develop officers, noncommissioned officer's (NCO), and civilians on the BCTP team.

1-7. Organizational Design. BCTP consists of a HQ, four operations groups (OPSGRP), and a WCOPFOR. The HQ provides command and control for the organization. OPSGRP A, B, C, and D have primary training responsibility for all exercises/rotations. These groups consist of support personnel, civilian contractors, and OC/OT's. Support personnel take care of routine administration, operation, and logistic functions. Civilian contractors are predominately retired military officers and NCOs with extensive experience in their respective branches. They fulfill a vital function in the planning, coordination, and execution of each BCTP rotation. BCTP OC/OT's are branch qualified officers and NCOs who have successfully completed the OC/OT certification course. The WCOPFOR provides a "free thinking" OPFOR to support each BCTP rotation. Another key element of BCTP is the SRO. Each SRO is a retired senior general officer appointed personally by the CSA. They coach/mentor each unit's senior leaders, staff, and MSCs. SROs also overwatch doctrinal standardization and provide feedback to the Army's senior leadership. Fort Leavenworth is the home station of BCTP personnel, excluding the SRO (see figure 1-1).

a. OPSGRPs A and B conduct corps and division BCTP rotations. They have identical tables of distribution and allowances (TDA). Each OPSGRP can execute a division WFX independently but must combine to conduct a corps WFX (see figure 1-2).

b. OPSGRP C conducts BWFX for ARNG brigades and select AC brigades. OPSGRP C is also responsible for the OT Academy and for training A C OTs in the exercise division (see figure 1-3).

c. OPSGRP D observes, trains, and assists operational level Army commanders and their staffs FOR level (see figure 1-4).

d. The WCOPFOR supports the exercises of OPSGRPs A, B and D and provides exercise unit commanders a free play, organizationally and doctrinally realistic opposing force that fights to win. OPSGRP C has it's own organic WCOPFOR. Refer to chapter 5 for additional information.

```
                    ┌ ─ ─ ─ ─ ┐
          ┌─────────┴──┐  ┌────┴──────────┐
          │    NSC     │  │ HEADQUARTERS  │
          │   *(GS)    │  │               │
          └────────────┘  └───────┬───────┘
   ┌─────────┬──────────┬─────────┼──────────┬──────────────┐
┌──┴─────┐┌──┴─────┐┌───┴────┐┌───┴────┐┌────┴────┐
│OPSGP A ││OPSGP B ││OPSGP C ││OPSGP D ││WCOPFOR  │
│DIV/CORPS││DIV/CORPS││ARNG BDE││ARFOR/JTF││        │
└───┬────┘└───┬────┘└───┬────┘└───┬────┘└────┬────┘
┌───┴────┐┌───┴────┐┌───┴────┐┌───┴────┐┌────┴─────┐
│CONTRACTOR││CONTRACTOR││CONTRACTOR││CONTRACTOR││CONTRACTOR│
└────────┘└────────┘└────────┘└────────┘└──────────┘
```

* The NSC provides priority of support to the BCTP CDR for scheduled and contingency BCTP missions.

Figure 1-1. BCTP structure/organization
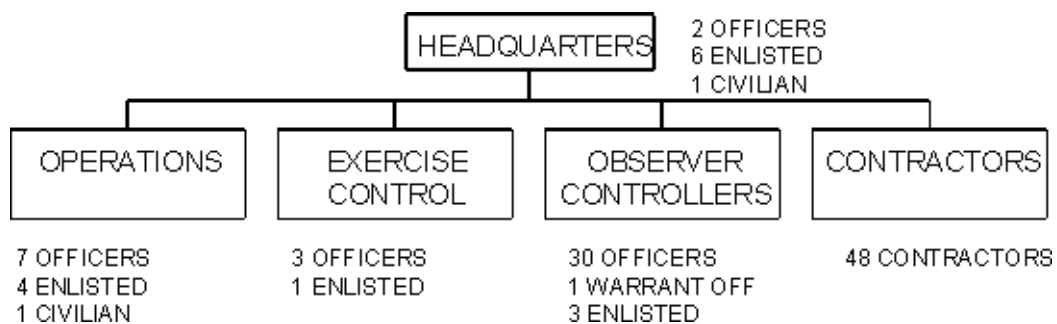
Figure 1-2. BCTP OPSGRPs A and B structure/organization

HEADQUARTERS — 2 OFFICERS, 6 ENLISTED, 1 CIVILIAN

- OPERATIONS — 7 OFFICERS, 4 ENLISTED, 1 CIVILIAN
- EXERCISE CONTROL — 3 OFFICERS, 1 ENLISTED
- OBSERVER CONTROLLERS — 30 OFFICERS, 1 WARRANT OFF, 3 ENLISTED
- CONTRACTORS — 48 CONTRACTORS
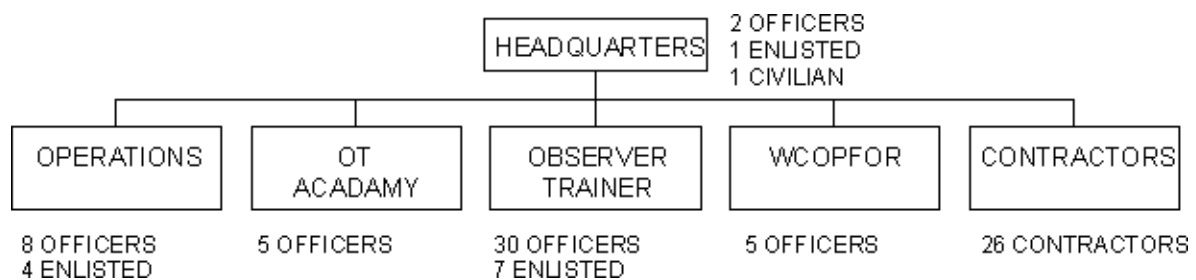
Figure 1-3. BCTP OPSGRP C structure/organization

HEADQUARTERS — 2 OFFICERS, 1 ENLISTED, 1 CIVILIAN

- OPERATIONS — 8 OFFICERS, 4 ENLISTED
- OT ACADAMY — 5 OFFICERS
- OBSERVER TRAINER — 30 OFFICERS, 7 ENLISTED
- WCOPFOR — 5 OFFICERS
- CONTRACTORS — 26 CONTRACTORS
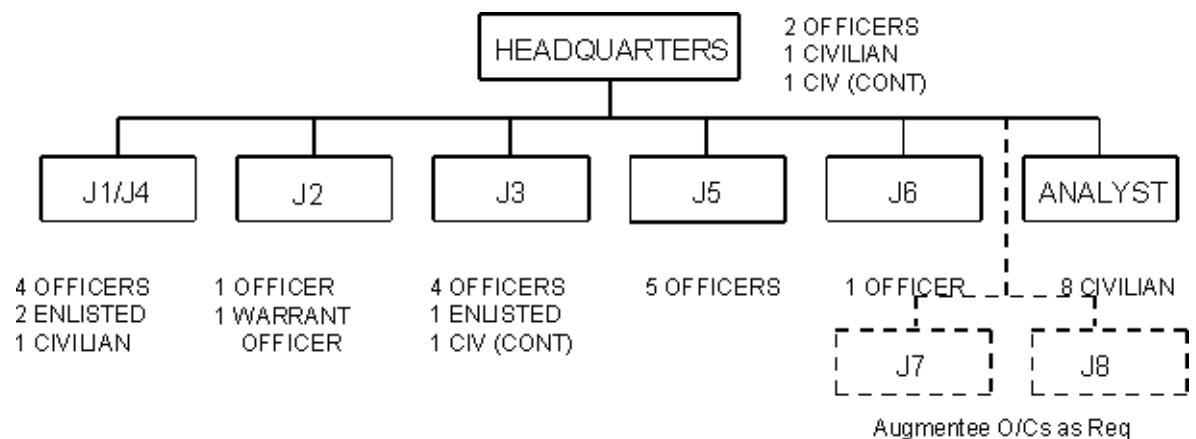
Figure 1-4. BCTP OPSGRP D structure/organization

HEADQUARTERS — 2 OFFICERS, 1 CIVILIAN, 1 CIV (CONT)

- J1/J4 — 4 OFFICERS, 2 ENLISTED, 1 CIVILIAN
- J2 — 1 OFFICER, 1 WARRANT OFFICER
- J3 — 4 OFFICERS, 1 ENLISTED, 1 CIV (CONT)
- J5 — 5 OFFICERS
- J6 — 1 OFFICER
- ANALYST — 8 CIVILIAN
- J7
- J8

Augmentee O/Cs as Req

1-8. BCTP capability.

a. BCTP has the capability to conduct the following exercises each year:

(1) 14 division equivalent BCTP rotations (corps = 2 divisions, PW = corps).

(2) 14 brigade rotations.

(3) 8 ARFOR/JFLCC/JTF exercises and seminars.

b. OPSGRP A, B, and C rotation consist of a site survey, Initial Planning Conference (IPC), Battle Command Seminar (BCS), Start of Exercise (STARTEX) Conference, WFX, and a take home package (THP) for AC units or proficiency sustainment package (PSP) for ARNG units. OPSGRP D exercises differ slightly from this model (see appendix D.)

c. Support requirements for a corps BCTP rotation are the equivalent of two division rotations. For example, with the capability of conducting 14 'division' BCTP rotations in a year, BCTP could execute 12 division exercises and one corps exercise, or 10 division exercises and two corps exercises, etc. Support for a corps embedded rotation equates to a three division rotation.

d. Command and General Staff College (CGSC) annual student PW exercise is a corps equivalent exercise.

e. Due to exercise design requirements and Officer Distribution Plan (ODP) limitations, all exercises require Augmentee Observer Controllers/Trainers (AOC/AOT) from external organizations (see appendix N).

f. There are two types of division/corps rotations: standard and non-standard. All brigade rotations are standard IAW appendix C.

g. A standard rotation is a division/corps rotation consisting of the five events from para b above and IAW appendix B. Allocated resources for each rotation are IAW the Standard Troop List (STL) in appendix E, F and G.

Embedded rotation. Corps WFX with one of its subordinate divisions simultaneously executing a WFX. For example, during a III Corps exercise, the 1CD would also execute a WFX. MACOMs approve embedded rotations. An embedded WFX requires additional OC support above the corps STL.

h. A non-standard rotation reflects extraordinary circumstances and requires exceptional support and approval. There are currently three types of non-standard rotations:

(1) Enhanced rotation. The training unit and another unit both receive training during the WFX portion of the rotation. For example, during a division WFX, an ARNG brigade participating in the exercise, deploys their organic battalions to conduct training during the exercise. The training unit's higher HQ approves enhanced rotations.

(2) Linked rotation. A BCTP exercise added to the beginning or end of a separate exercise. For example, linked to the end of a JTF exercise but not necessarily using the same road to war, scenario, or command, control, communications, computers, and intelligence (C4I).

(3) Expanded rotation. Includes additional units above those identified in the corps/division troop list. For example, a division wants to include a fifth maneuver brigade or other maneuver force along with its three organic brigades, and an attached light/heavy or E-Brigade in its exercise. MACOMs approve expanded division rotations. The CSA approves expanded corps rotations. The training unit funds all additional cost associated with an expanded rotation.

i. Request for non-standard rotations. Submit request for a non-standard rotation through the chain of command to the appropriate authority indicated in paras 1-8h(1-3).

j. ARFOR/JTF training varies in size and complexity based on the specific exercise objectives or real-world contingency. BCTP's role in ARFOR/JTF training is to train designated Army HQ, commanders and their staffs, to operate as the Army component or nucleus of a JTF HQ.

1-9. Scheduling. DA schedules ARFOR/JTF, corps, division, ARNG division, and ARNG brigade rotations with input from affected Commanders in Chief (CINC), the Joint Warfighting Center (JWFC), MACOMs, National Guard Bureau (NGB), NSC, and BCTP at the annual CTC scheduling conference (1Q FY XX). For BCTP support to non-forecasted events, coordinate training requests through DCST, TRADOC. Submit schedule change requests to HQ, Department of the Army (HQDA), DAMO-TR, not later than (NLT) 12 months prior to the rotation's seminar date.

1-10. Planning, Programming, Budgeting and Execution.

a. DA provides funds to MACOMs and the NGB for corps, division, JTF, and ARNG brigade rotations.

b. DA provides TRADOC funding for BCTP military and contractor support and travel to support annual rotational training requirements.

c. Additional resources and augmentation of BCTP rotations.

(1) BCTP requires AOC/AOT support for all brigade, division and corp rotations, and joint exercises (see appendix N).

(2) For any non-standard rotation and every corps exercise, additional resources must augment BCTP. These resources include simulation hardware, additional exercise control personnel, contractors, and life support. The exercise unit, or its MACOM, provides all additional resources and AOCs for all non-standard rotations above BCTP's STL. This is identified at the IPC.

d. Figure 1-5 identifies resourcing profiles for AC units supporting ARNG exercise and vice versa.

e. Following completion of a BCTP rotation, United States Army Forces Command (FORSCOM) units must submit to AFOP-TRC, a complete accounting of funds spent on the train-up, seminar, and WFXs. This accounting should include a troop list, transportation, temporary duty (TDY), and instrumentation costs for the exercise. FORSCOM will use these numbers to refine data for the programming and budgeting process.

TYPE EXERCISE	AC	WFX		ARNG WFX	
UNIT(S)	AC UNITS	ARNG UNITS	AC UNITS	DIVISION ORGANIC ARNG UNITS	NON-ORGANIC ARNG UNITS*
RESOURCING MACOM	EXERCISE MACOM	EXERCISE MACOM	NGB	NGB	EXERCISE MACOM
TYPE EXERCISE	ARNG	BWFX	JTFX		
UNIT(S)	AC UNITS	ARNG UNITS	N/A		
RESOURCING MACOM	NGB	NGB	SUPPORTED CINC		

* May Include, but not limited to, additional maneuver BDEs, FA BDEs, CA, and PSYOPS units.

Figure 1-5. Resourcing by AC units for ARNG units

Chapter 2
Responsibilities

2-1. Commanding General (CG), TRADOC.
CG, TRADOC will establish priorities for the allocation of TRADOC resources identified to support BCTP.

2-2. Commander, U.S. Army Combined Arms Center (CDR, CAC) will—

a. Control the overall BCTP program IAW CSA, HQDA, and TRADOC directives.

b. Provide base operations support for BCTP.

3-3. Deputy Chief of Staff for Training (DCST) will —

a. Resource BCTP personnel requirements.

b. Provide AOCs for BCTP TDA and ODP shortfalls to support standard rotations.

c. Ensure NSC provides priority of support to BCTP.

2-4. Deputy Chief of Staff for Intelligence (DCSINT) will —

a. Provide doctrinal support for intelligence modeling (both OPFOR & training unit).

b. Provide doctrinal support/oversight of the maintenance/updating of the capabilities-based OPFOR concept and the three OPFOR models/order of battles (OBs) that the WCOPFOR habitually uses in support of its WFX mission.

c. Conduct validation and assistance visits IAW Army Regulation (AR) 350-50.

d. Provide intelligence support to WCOPFOR requests for information (RFI's).

2-5. Deputy Commanding General, Combined Arms Center-Combined Arms Training (DCG, CAC-CAT) will —

a. Supervise the Commander, BCTP in the execution of his duties.

b. Ensure implementation of an embedded data source for the lessons learned program.

c. Approve commitment of BCTP assets to unscheduled training events.

2-6. Commander, BCTP will —

a. Be responsible for planning and execution of the BCTP exercises.

b. Develop scenarios for use in seminars (including Blue Forces (BLUFOR) and OPFOR).

c. Supervise OPSGRPs and WCOPFOR.

d. Apply the CTC methodology for all BCTP rotations (see AR 350-50, Chapter 1).

e. Coordinate with the EXDIR to develop all exercise scenarios.

f. Provide the training unit with a complete rotation IAW appendix B.

g. Ensure WCOPFOR portrays accurate doctrine and OB.

h. Ensure proper conduct and coordination of the IPC, site survey, and STARTEX Conference.

i. Ensure simulation capability to include hardware requirements that support the training feedback process.

j. Be the final authority for all exercise site Battle Simulation Center (BSC) decisions regarding personnel, equipment, or facilities for each phase of rotation listed in appendix B.

k. Develop, publish, and distribute rules and work arounds which govern BCTP operations using the Corps Battle Simulation (CBS) and associated simulations programs in the Fort Leavenworth BSC and unit BSCs for each exercise/Command Post Exercise (CPX).

l. Assign responsibility to OPSGRPs for planning, coordination, and execution of each rotation.

m. Ensure OPSGRPs conduct OC/OT certification and AOC/AOT training.

n. Ensure approval of the basis for training and observations IAW approved doctrinal and mission training plan (MTP) standards.

o. Be the Deputy EXDIR for exercise, responsible to the EXDIR for the command, control and supervision of seminar and exercise planning, preparation, and execution. In the absence of the BCTP Commander, the Commander OPSGRP (COG) is the Deputy EXDIR.

p. Exercise operational control (OPCON) of the BSC facilities, equipment, and player/controller personnel throughout train up, execution, and termination.

q. Identify and develop logistical requirements to support seminar and exercise operational needs. Requirements include equipment availability and transportation, technical and maintenance support, and personnel augmentee requirements.

r. Be responsible for execution of the BCTP support contract.

s. Oversee execution of the OT Academy training program with COG, OPSGRP C.

t. Be responsible for controlling, manning, and equipping the BCTP Seminar Facility (BSF), Bell Hall, Fort Leavenworth, KS.

2-7. National Simulation Center (NSC) will —

a. Meet the battalion/brigade simulation (BBS), CBS, and Janus computer equipment needs for each seminar

and exercise; and surfaces shortfalls to OPSGRP operations officers as soon as possible.

b. Ensure BCTP rotations receive priority of NSC assets.

c. Participate with BCTP at the CTC scheduling conferences.

d. Ensure modeling and simulations support provided to BCTP, standardized and integrated with Joint Training Confederation (JTC) /JTF and Family of Simulations (FAMSIM).

2-8. Exercise Director (EXDIR).

a. For a corps exercise, the EXDIR is the army group, ARFOR or unified command commander. For a division exercise, the corps commander is normally the EXDIR. For a ARFOR/JTF training exercise, the EXDIR is the Unified Combatant Command commander, ASCC, Corps, or the JTF commander. For a brigade exercise, the EXDIR is normally the division commander or an assistant division commander. The EXDIR is the chief trainer and approves:

(1) The exercise unit's METL/Joint METL.

(2) The exercise unit's training objectives.

(3) The exercise units task organization (within constraints of appendix D, E or F).

(4) The role of units that are not part of the exercise unit.

(5) The front, rear, and flank noncompetitive units' play/role.

(6) The specific STARTEX conditions.

(7) Exercise directives.

b. Initiate coordination with MACOM or NGB to ensure the rotational unit receives proper funding to support BCTP exercises. The unit is responsible for its own funding. MACOMs (i.e., FORSCOM, NGB, United States Army, Europe (USAREUR), etc.) program funds for seminars as part of the DA BCTP rotation funding package.

c. Secure timely approval of any deviation from standard rotations per figure 1-5.

d. Participate in the WFX/BWFX as the higher HQ commander and EXDIR.

e. Host the STARTEX Conference NLT 185 days prior to the WFX for AC and NLT 325 days for ARNG organizations.

f. At the conclusion of the STARTEX Conference, the EXDIR or his designated representative signs a memorandum of agreement (MOA) with the COG of supporting OPSGRP, or his representative, outlining STARTEX Conference agreements. The MOA becomes a contract with BCTP on which to base future planning activities in support of the rotation.

g. Ensure adherence to all milestones agreed to between the training unit, BCTP, and the EXDIR HQ.

h. Coordinate with BCTP prior to the site survey on any training initiatives, which may impact on how BCTP plans and/or executes exercise.

i. Provide OC and OT augmentation for elements above the standard rotational troop list (see appendixes E thru H, and N-1c).

j. Provide simulation support for ARFOR/JTF; training is a CINC/MACOM responsibility.

k. Ensure fulfillment of personnel requirements enumerated in the BCTP BLUFOR Simulation Control Plan (SCP) (see para 2-9g).

l. Ensure the higher HQ OPLAN is issued to the exercise unit not earlier than 15 days prior to STARTEX (N/A for both BWFX and ARNG rotations). Requests for exceptions forwarded to CDR, TRADOC.

2-9. WFX training unit will —

a. Coordinate with higher HQ for scheduling of a BCTP rotation.

b. Provide a single point of contact to BCTP upon notification of a scheduled rotation.

c. Coordinate with higher HQ and BCTP on any special requirements for BCTP rotation.

d. Meet milestones agreed upon by the EXDIR HQ and BCTP. BCTP Commander must approve changes prior to the milestone date.

e. In coordination with (ICW) higher HQ, host the IPC IAW milestone schedule shown in figure B-1 and in appendixes J through M.

f. Develop training objectives for the seminar and exercise and submit to higher HQ for approval NLT 30 days prior to the IPC. The commander is the trainer of his unit during the seminar.

g. Meet personnel manning and operational requirements below:

(1) BSC. The exercise unit and higher HQ provide workstation personnel. These personnel support the simulation and are OPCON to the CDR, BCTP for the duration of the exercise, including the pre-exercise training period. These personnel include brigade/ battalion commanders and their staffs, who man workstations as well as guard, additional support personnel and other augmentees as determined at the IPC and confirmed at the STARTEX Conference.

(2) Command Post (CP). The exercise/BWFX unit will deploy to field locations all of its CPs as described in the appropriate troop list appendixes. All units will use organic and habitually associated staff personnel only. Units will use doctrinal communication means to the maximum extent possible when communicating with the BSC. The BSC will contain representation from all unit

HQ in the field. Units will request changes through the EXDIR as specified in para 3-2e.

(a) For a corps exercise, the corps will deploy CPs as outlined in appendix E.

(b) For a division exercise, the division will deploy CPs as outlined in appendix E. ARNG divisions will occupy the functional divisional HQ CPs configured in the NGB Leadership Development Center (LDC) at Fort Leavenworth, KS.

(c) For a BWFX rotation, the brigade will deploy CPs as outlined in appendix G.

(d) For an exercise, units deploy in a configuration determined by the EXDIR, which best accomplishes the training objectives. Appendix H describes a typical JTF configuration.

h. Host the IPC.

Chapter 3
Operating Procedures

3-1. General.

a. Corps and divisions. BCTP accomplishes its corps and division training missions by providing corps and division commanders a series of six events. These events, conducted sequentially, are the IPC, site survey (IPC/site survey are done during the same trip to exercise the exercise site), the STARTEX Conference, the Seminar, the WFX or CPX, and the THP or PSP IAW appendix B.

(1) IPC and site survey. The IPC is a planning conference establishing the framework for the seminar and begins the planning process for the exercise; it should occur at the training unit's location. (Note: BWFX does not execute site survey with IPC). The site survey ensures the unit's facilities are adequate to support the exercise (see appendix B).

(2) STARTEX Conference. Establishes the framework for the exercise phase of the BCTP rotation. BCTP and the training unit's higher HQ sign a STARTEX MOA to facilitate planning, coordination, and execution of the exercise. The training unit will not participate in the STARTEX Conference, but may send a representative (see appendix B).

(3) Battle Command Seminar.

(a) A five day seminar conducted at Fort Leavenworth, KS, assists the commander in building his command and staff team. The seminar is a battle focused, team building experience for commander, principal staff and major subordinate commanders. IAW CSA guidance, all BCTP seminars are conducted at Fort Leavenworth, KS. The BCTP Seminar Facility (BSF) at Bell Hall, Fort Leavenworth, hosts the seminars for AC units. The Leader Development Center (LDC), Leavenworth, KS, hosts the ARNG seminars. Units who want to conduct the seminar at their home station must

receive an exception to policy from the commander of BCTP. As routine exceptions, the 2d Infantry Division hosts its seminars in Korea, due to the distances involved and its unique mission. OPSGP D ARFOR/JTF seminars are conducted at the unit's home station or contingency location.

(b) Non-standard seminars. Exercise units may request their seminars in theater. The request must be supportable within BCTP's schedule and approved by the BCTP commander and the unit's MACOM commander. Units must provide an operational requirement and obligate funds to conduct the seminar at the unit's home station. Units will submit the request in writing to BCTP at the IPC. BCTP discourages non-standard seminars due to the benefits of training away from home station. All continental United States (CONUS) or outside continental United States (OCONUS) seminar costs incurred by BCTP are the requesting MACOM/ JTF's responsibility (e.g., contractor and military personnel per diem, travel, rental cars and equipment shipping) (see appendix D).

(4) WFX/CPX/BWFX is a simulation supported, multi-echelon, fully integrated tactical CPX.

(a) BCTP WFXs are not designed to validate war plans. CBS is an attrition based training model to exercise battle command. BCTP discourages use of any unit's warplan in a WFX, which the EXDIR's higher HQ must approve for execution. Current simulations are not analytical models. Many warplans do not present a threat or scenario that offers a rigorous/ stressful exercise of full spectrum combat at the mid to high intensity level, to meet the BCTP charter. BCTP discourages classified WFX. However, many Chairman Joint Chiefs of Staff (CJCS) directed exercises and contingency operations are classified and are considered on a case by case basis. BCTP approval for a classified exercise is determined at the IPC.

(b) BCTP and the EXDIR develop and agree on scenarios; OPFOR OB, and force ratios IAW AR 350-2 and TRADOC DCSINT approved conventions at the STARTEX conference. The training unit does not fight as the main effort during exercises. This ensures the training unit receives realistic prioritization of support from the higher HQ. The higher HQ allocates support as if all of its units are in the theater of operation.

(c) BCTP and the EXDIR integrate SOF (except brigade exercises) and their role into all scenarios. SOF includes Special Forces, civil affairs, psychological operations, ranger and special operations aviation units. DA Deputy Chief of Staff for Operations (DCSOPS), DAMO-TR, approves exceptions.

(d) Division and corps training units are encouraged to include a light/heavy or heavy/light mix in their troop list.

(e) The exercise unit and its MSC CPs (outlined in appendix E or F, as appropriate) should displace to alternate field sites as required by the tactical situation. ARNG division CPs will not physically displace from the LDC.

(f) CPs should be in the close proximity of the BSC to permit frequent visits by the SRO and the COG. A fifteen-kilometer radius around the BSC is an appropriate dispersion of CPs.

(g) CPs for MSCs or separate battalions and non-organic units that participate in the competitive zone will deploy to field sites and will have representation in the BSC.

(h) BCTP normally provides a formal After Action Review (AAR) two times during an exercise; OPSGRP C conducts one AAR per exercise. The senior OC for each HQ, Battlefield Operating System (BOS), and subject matter expert (SME) schedule a minimum of two informal (counterpart) AARs for each tactical operation ICW the appropriate commander and staff. The WCOPFOR portion of the AAR focuses on OPFOR CDR providing the training unit his perspective of the battle as it progressed.

(i) The EXDIR HQ establishes a coordination facility outside the BSC to conduct liaison with field command post personnel without BSC access.

(j) The goal for ARNG Separate Brigades is to participate in their higher division or corps level exercises by direction of the FORSCOM commander.

(5) THP/PSP.

(a) Final Exercise Report (FER). AC units receive the FER NLT 30 days after the conclusion of the exercise. It consists of VHS tapes and paper copy of slides from both formal AARs, summary of events during the WFX, comments on unit performance by BOS and a paper copy of the WCOPFOR AAR. ARFOR/JTF FER's do not include videotapes.

(b) The PSP is given to ARNG divisions NLT 45 days after the conclusion of their exercise. It consists of VHS tapes and a paper copy of the slides from both formal AARs, comments on unit performance by BOS, a paper copy of the WCOPFOR AAR and vignettes to assist the unit in home station training.

b. Brigade rotations. To prepare for the rotation, BCTP holds a planning conference and site survey, at or near the unit's home station. BCTP conducts a seminar at Fort Leavenworth during which the brigade develops its plan and supporting OPORDs. The rotational unit continues to develop this plan at home station. The rotational unit executes the order developed during the seminar in the BWFX. The BWFX is a Multiple Unit Training Assembly (MUTA) 5 held at the brigade's home armory or a nearby training facility. It focuses on the orders process while exercising the brigade's staff using BBS. The same event sequencing applies to BWFX training as described for corps and divisions (see appendix B).

c. ARFOR and JTF training. When an Army unit undergoes training to perform as the ARFOR or the nucleus of a JTF, the Army "Core" HQ may require or request BCTP assistance to accomplish its mission. Training can be a seminar, staff training, CPX, or some

combination of these. Training may take place in conjunction with a previously scheduled Joint Chiefs of Staff (JCS) exercise, a unified command exercise or in support of an operational mission.

3-2. Training Methodology.

a. BCTP rotations are training exercises. BCTP and the EXDIR HQ develop the rotation scenario based on the exercise unit's METL and training objectives. BCTP uses a computer simulation to model combat and battlefield functions during the exercise. BCTP provides feedback to the commander in the form of detailed observations to allow the commander to make his own training assessments. Retired general officers act as SRO, lending credence to the feedback process while mentoring and coaching as needed.

b. The training unit's higher HQ (EXDIR HQ) generally participates in the exercise with a response cell. The response cell is not competitive during the exercise. The higher HQ role is to portray itself as it would be expected to operate as a part of the tactical situation. The response cell is a part of the exercise control (EXCON) structure with the mission to establish conditions which give exercise units the opportunity to accomplish their training objectives. The higher HQ must constrain resource availability to realistic levels agreed to during the STARTEX Conference, based on theater of operations, mission, scenario, the tactical situation and EXDIR's guidance. There is an additional cell in EXCON structure referred to as the maneuver control cell which has the specific responsibility of portraying all activities in all dimensions adjacent to the exercise unit, to include portrayal of joint and multinational forces as required. The activities of the maneuver control cell are prescribed by the guidance of the EXDIR, which is issued at the twice daily white cell. OPSGRP C refers to this cell as Echelons Above Brigade (EAB).

c. The BSC generates the battlefield effects of sub-unit (battalion/brigade or company/ platoon) operations. Sub-unit cells in the BSC role-play to interface with the simulation and pass information to their higher HQ located in the field, IAW its standing operating procedures (SOP).

d. Both CBS and BBS are commander and staff process drivers, not predictors of tactical success. Units need to demand high standards, but initially be prepared to accept less than desired results. The simulations do not accurately replicate all combat, combat support, and combat service support functions. Due to the limitations of the simulations, units should not construe that the results from the simulations can predict true battlefield results.

e. The training units in WFX act as the supporting effort; divisions and corps should expect to receive resources that a supporting effort could reasonably expect during an major regional conflict (MRC). The intent is to drive the command and staff process and cause commanders to include deception and not become

dependent on Echelons Above Corp (EAC)/Joint assets that one would not necessarily have in a wartime situation as the supporting effort.

f. The exercise unit's task organization will be based on the modified table of organization and equipment (MTOE), and or deployment list effective during the commander's tenure.

g. The exercise unit is required to use only doctrinal MTOE authorized communication links between field CPs and BSC work stations. Tactical CPs will deploy IAW appendix E, F and G. Leaders and soldiers need to train in a near wartime environment (i.e. deployed CPs should "jump" IAW unit SOP's, consistent with the unit level of training). The approving authority for use of non-doctrinal or non-MTOE communication links is the EXDIR ICW BCTP CDR.

h. Force modernization. The unit may only use new equipment if it is scheduled for fielding during the current command tenure.

i. Pre-exercise training. BCTP is not funded for rotational unit ramp-up exercises. Ramp ups are not funded or required by BCTP, TRADOC or FORSCOM. BCTP may support some unit ramp-ups on a unit funded basis only, if the BCTP schedule permits, with minimal OPSGRP coverage. Rotational units will request ramp-up support thru TRADOC and allocate funds for all costs. Ramp-ups will not be prioritized into the FORSCOM scheduling conference calendars and will only be supported in BCTP has excess capability available beyond the scheduled and non programmed BCTP missions, and has no adverse impact on preparing for quality BCTP rotational events. Approving authority for ramp-up exercises is the BCTP commander.

3-3. Visits to BCTP.

a. Every effort is made to prevent the distractions that visitors cause; however, legitimate needs for visits do exist. The TRADOC, DCST, Combat Training Center Directorate, issues a CTC Review Program Schedule each year which describes most of these needs. The training unit commander approves all visitors to seminars. The EXDIR approves visitors to brigade, division or corps rotations. The EXDIR HQ and BCTP must coordinate all visit during an exercise.

b. Exercise unit rotation visits.

(1) Personnel, military and civilian, desiring to visit an exercise unit, will coordinate with the exercise unit HQ. The exercise unit is responsible for coordinating and providing transportation, billeting, mess, escorts and field equipment, etc. as required for the visitors. BCTP does not provide any visitor services.

(2) The exercise unit will notify the BCTP OPSGRP's Operations Officer NLT 60 days prior to the start of the exercise of all planned or projected distinguished visitors.

c. Orientation visits to BCTP.

(1) Coordinate visit requests with DCG, CAC-CAT, ATZL-CT, and provide an information copy to CDR, BCTP, ATZL-CTB, ATTN: Operations Officer. Visitors deploying to the field should arrive at the exercise with all required equipment and in the uniform specified by the EXDIR.

(2) DCG, CAC-CAT must receive all requests to visit BCTP NLT 60 days prior to the start of the proposed visit. Include identification of personnel, purpose of visit, and verification of visiting personnel security clearance (when scenarios are classified). DCG, CAC-CAT will provide a decision on the visit NLT 30 days prior to the proposed start date of the visit.

d. Foreign nationals must submit an official visit request through their embassy, to HQDA, ATTN: DAMI-PC, unless they are previously accredited as a liaison or exchange officer.

Chapter 4
BCTP Command and Control

4-1. Task Organization.

a. Figure 4-1 depicts how BCTP task organizes to execute a division/corps exercise. The BCTP CDR, in addition to overall responsibility for delivering the exercise to the training unit, supervises the OPSGRP operations officer in controlling the organization and functions of the BSC. The OPSGRP CDR is responsible for the OC and the AAR process. The WCOPFOR CDR, a neutral participant, coordinates the OPFOR's plan with the EXDIR to facilitate achievement of the training objectives. BCTP authorizes direct coordination between BCTP HQ, its operations groups, the exercise director's HQ and subordinate divisions, corps, and ARNG brigades following approval of the official BCTP schedules. However, commitment or changes to the official BCTP schedule and to the memorandum of understanding (MOU) or troop list requires the approval of the BCTP CDR. In figure 4-1, white represents all personnel who have access to ground truth for the entire exercise to ensure all exercise training objectives are met; Blue represents the training unit and red represents the competitive WCOPFOR.

b. Figure 4-2 depicts the BCTP division\corps exercise operations organization to execute a WFX. Beginning at STARTEX H-hour minus twenty-four hours, the OPSGRP Operations Officer is responsible to the BCTP CDR for tracking all operations; supervising administration, communications, audiovisual support, and exercise control activities; setting up the AAR site; and coordinating with WCOPFOR (Fwd).

4-2. Observed Areas.

a. See figure E-1 for OC observed areas for a corps exercises.

(1) CMAIN- C2, A2C2, FS, AVN, INTEL, SOF, USAF.

(2) CTAC- MNVR, INTEL.

(3) CREAR- CSS, MP, AG, CA.

(4) MSCs- COSCOM (CSGs/MED/PER/FIN), CARTY, FA BDE, 3 ea DIVs, AVN BDE, ENG BDE (Corps), ACR, MI BDE, AD BDE, MP BDE, CML BDE.
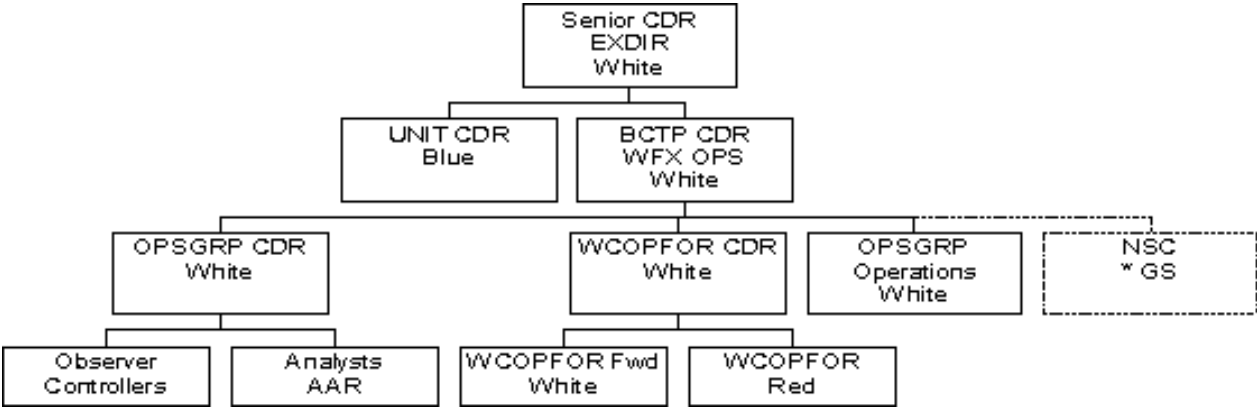

Figure 4-1. Division/corps exercise organization

(5) ROVING- Doctrinal SME, CHEM, PAO, NCO, AD, SIG, OPLAW, CHAPLAIN, PSYOP, CA.

b. OC observed areas for a division exercise (see figure F-1).

(1) DMAIN- C2, A2C2, FS, AVN, INTEL, SF, USAF.

(2) DTAC- MNVR, INTEL.

(3) DREAR- CSS, PSYOP, AG, CA, MP.
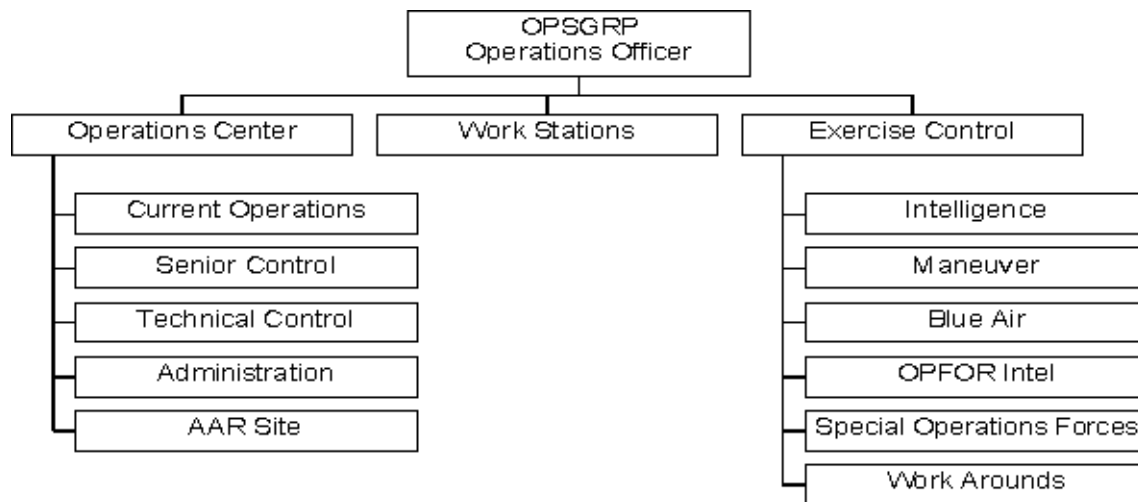
Figure 4-2. BCTP Division/corps exercise operation

(4) MSCs- DISCOM (MSB, FSB's, ASB, MEDSERV), DIVARTY (with radar's), corps reinforcing FA BDE(s), 4xMNVR BDEs, DIV AVN BDE, ENG BDE or BN, DIV CAV SQD, MI BN, AD BN, SIG BN.

(5) Roving-Doctrinal SME, MP, CML, PAO, NCO, OPLAW, Chaplain, PSYOP, CA.

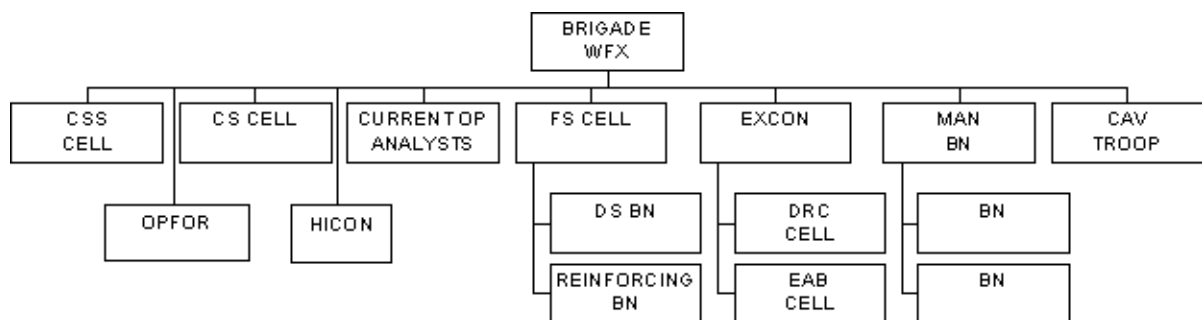c. Figure 4-3 depicts the BCTP brigade exercise operations organization to execute a BWFX.

Figure 4-3. Brigade exercise operation

d. OT observed areas for a ARNG BWFX rotation.

(1) TOC- MVR, C2, FS, INTEL, MS, AD, ALO, NCO.

(2) TAC- MVR, C2.

(3) REAR/SB- CSS.

(4) Brigade Task Force/subordinate units- 3x MNVR Bns , ENG BN or Co, DS FA BN, CAV TRP, MP CO and SB.

(5) ROVING- AVN, FS, INTEL, AD, CHEM, CSS, NCO, MS, SEP CAV TRP, OPLAW, Chaplain, PSYOP, CA (if applicable).

e. OT observed areas vary with the size and scope of a joint training exercise, depending upon the CINC and ASCC requirements, training audience, and unit's mission. The following areas may be observed:

(1) ARFOR/JTF HQ- J3 C2, J5 MVR, J3/5, Fires, J6

C2, J2 INTEL, J3/5 MS, J4LOG, POL-MIL, CA, SJA, PAO, CMD GRP, Component/Subordinate LNOs.

(2) Component HQ representatives.

(3) Key joint missions/functions/responsibilities (i.e. JRAC, AAMDC).

(4) JPOTF- PSYOP.

(5) JTFREAR- J4 Log support and movement, J1 PERS, LEGAL, (J5 Force Protection).

(6) ROVING- SC, AVN, SOF, AD, MS, MSC, SPACE, TC, NCO, Chaplain.

Chapter 5
World Class Opposing Force (WCOPFOR)

5-1. General.

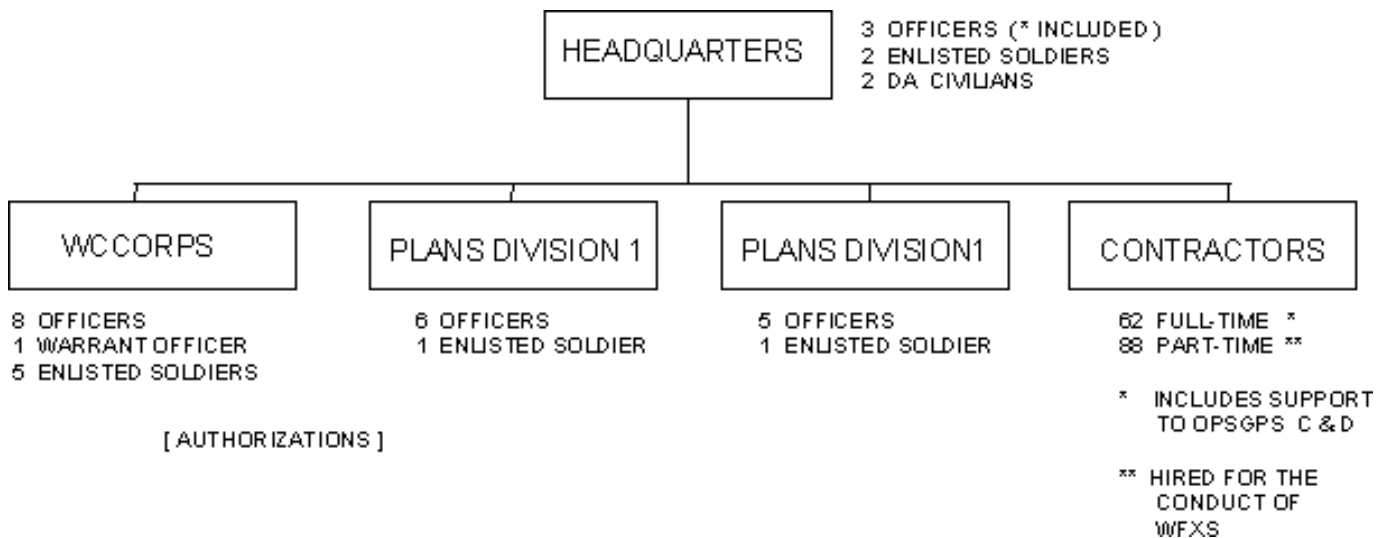a. Figure 5-1 depicts the WCOPFOR organization.

Figure 5-1. BCTP WCOPFOR structure/organization

b. The WCOPFOR organizes for exercises in a command and staff structure portraying one of three unclassified OPFOR models - Marcalan, Orangeland or Northland. WCOPFOR represents the capabilities-based OPFOR that represents a particular level of capability rather than a particular country. Figure 5-2 shows the WCOPFOR model types. The capability-based OPFOR is a realistic and flexible armed force representing a composite of varying capabilities of actual worldwide forces. It constitutes a baseline for training or developing US forces, in lieu of a specific threat force. This baseline includes doctrine, tactics, organization, and equipment. It provides a challenging, uncooperative sparring partner that is representative, but not predictive, of actual threats (IAW FM 100-63).

The training unit may use classified OPFOR models when approved by their higher HQ. BCTP does not encourage the use of classified OPFOR models because the unclassified models can adequately replicate potential adversaries. This enables training units to meet their training objectives without the need for increased security concerns and the added expense associated with them. A compilation of multiple countries' military thought and doctrine provide the foundation for the WCOPFOR OB, decision making processes, and troop control procedures; however, the capabilities-based OPFOR is free-thinking, uncooperative and representative, but not predictive, of actual threat armies. DCSINT, TRADOC periodically validates WCOPFOR operations and doctrinal portrayals.

OPFOR MODEL	UNIT TYPE
MARCALAN	INFANTRY-BASED OPFOR (DEVELOPING NATION/3RD WORLD)
ORANGELAND	MOTORIZED/MECHANIZED-BASED OPFOR (nKPA-LIKE)
NORTHLAND	MECHANIZED/ARMOR-BASED OPFOR (EUROPEAN or SWA-LIKE)

Figure 5-2. WCOPFOR capabilities

5-2. Functions.

a. During exercises, WCOPFOR operates a small control cell forward at the BSC site while its World Class Corps (WC Corps) operates from the NSC at Fort Leavenworth, Kansas. The WCOPFOR Commander deploys with the WCOPFOR forward cell to ensure that WCOPFOR actions are consistent with the EXDIR's guidance. The commander provides 'Red' guidance through his front staff (WCOPFOR Fwd) to the Army (WC Corps) during the WFX to ensure conformity with white cell decisions. The WC Corps fights the battle competitively IAW BCTP rules, procedures, and restrictions similar to those imposed on the exercise unit. The WC Corps Commander and his subordinate commanders operate from command posts within the NSC. Using simulated tactical communications, the WC Corps issues combat orders to the division/tactical HQ which provide orders to work area personnel for simulation execution.

b. During seminars, WCOPFOR conducts OPFOR workshops.

c. During BWFX, the WCOPFOR operates forward from the training unit's BSC, and is controlled by the EXDIR and COG, OPSGRP-C.

d. Opposing forces for JTF exercises are normally provided by the EXDIR, MACOM CDR or CINC. The WCOPFOR may provide OPSGRP-D a SME to determine doctrinal validity.

Chapter 6
Simulations, Models and Army Battle Command Systems

6-1. General. The Department of Defense (DOD) defines the term "simulation" as a model that represents activities and interactions over time. A simulation may be fully automated (i.e., it executes without human intervention), or it may be interactive or interruptible (i.e., the user may intervene during execution). A simulation is an operating representation of selected features of real-world or hypothetical events and processes. BCTP conducts simulations IAW known or assumed procedures and data, and with the aid of methods and equipment ranging from the simplest to the most sophisticated. BCTP uses constructive simulations identified with large scaled, complex computer-driven models most often associated with exercises employing battalions, brigades, divisions, corps, and EAC.

6-2. Simulations. The command and control (C2) training simulation model requires the need for standardization of simulations in order to offer uniformity and cost savings to the Army. The Army intends for the Army Family of Simulations (FAMSIM) program to fill this need. The Army FAMSIM consists of a proponent-approved group of simulations for training unit commanders, battle staffs, CPs and HQ in CPXs, as well as leader development training simulations. There are six fielded simulations in FAMSIM: Janus, Spectrum, Brigade/Battalion Simulation (BBS), Corps Battle Simulation (CBS), Tactical Simulation (TACSIM), and Combat Service Support Training Simulation System (CSSTSS) (see figure 6-1).

a. Janus is an interactive, event driven wargaming simulation. It trains platoon and company level commanders on the application of tactical doctrine and combat techniques. Janus accurately models both friendly and enemy weapons systems with resolution down to the individual platform. At the battalion and brigade level, Janus serves as an excellent training simulation requiring detailed Commander (S2/S3) interaction as they develop and execute the ground tactical plan.

b. Spectrum is a command and control training simulation that addresses training in command and control for operations other than war. All other military simulations such as CBS, BBS, Joint Training System (JTS), Janus, and Scimitar use specific algorithms for modeling traditional or conventional force-on-force combat operations.

c. The BBS is a low cost training simulation used to provide maneuver brigade and battalion commanders and their staffs with the opportunity to practice decision making skills in the execution of doctrine in a realistic, multi-threat, time stressed combat environment. Company commanders, CS, and CSS units also receive valuable secondary training as part of any BBS driven CPX. BBS utilizes workaround similar to that described below under CBS.

d. The CBS supports the collective training of division through corps commanders and their battle staffs. CBS

forms the core of the Aggregate Level Simulation Protocol (ALSP) Confederation used to support force training up to theater level. CBS supports training of commanders and their battle staffs at the, corps, division, and brigade levels.

(1) Combat outcomes based on rules of attrition (COBRA) is an expert software system attached to CBS, which was designed to provide the commander the benefit for adhering to the tenets of mission, enemy, terrain, troops and time available (METT-T). A series of rules were developed to reflect battlefield conditions presented to the commander during the conduct of a combat mission. The decisions made during those critical times are assessed and the battle outcome is directly effected.

(2) Workarounds. If current CBS/BBS/Janus parameters do not accurately replicate a battlefield capability of a weapon system or combat support system, the Workaround Cell will replicate that activity through direct input into CBS/BBS/JANUS or by using scripting methods to produce the desired capability.

e. CSSTSS is the primary CPX driver for CSS units from battalion through EAC. CSSTSS trains C2 tasks for commanders and staffs from COSCOM, Theater Army Area Commands (TAACOM), Theater Army (TA), and subordinate commands down to battalion level. CSSTSS simulates over 3200 unit flags and 2600 played items.

f. Warfighter's Simulation (WARSIM) 2000 replaces CBS, BBS, TACSIM, and CSSTSS as the primary warfighter exercise driver by the year 2003. WARSIM 2000 exploits new technology to enable CPs at all echelons to train in a realistic simulation environment. The increased realism of WARSIM 2000 over existing models allows units to synchronize across each operating system in depth. Its design allows warfighting CPs to interact with the simulation using their own TO&E equipment so they can train in the field, not in simulation centers. WARSIM 2000 will also be capable of depicting a joint and combined environment across the operational spectrum. Expect fielding completion by FY03.

SIMULATION	TNG AUDIENCE	PLAYBOX	FUNCTIONALITY	UNITS PLAYED
JANUS	INDIVIDUAL CREW THROUGH BATTALION	100km x 100km EXCEPT CSS AND	ALL ROC SYSTEMS (INCLUDES INDIV ENGINEER MINEFIELD EMPLACEMENT	1200 UNITS VEHICLES)
SPECTRUM	BRIGADE AND BATTALION STAFFS	1:12,500 MAPBOARD FOR LIC 1:50,000 FOR CONVENTIONAL WARFARE	ALL BOS SYSTEMS	ANY VARIATION OF MILITARY UNITS
BBS	BRIGADE AND BATTALION STAFFS	175 km X 175 km	ALL BOS SYSTEMS	INDIVIDUAL SOLDIER AND INDIVIDUAL WEAPON TO BRIGADE SIZE UNITS
CBS	EAC, CORPS, DIVISION, AND BRIGADE CDRs AND STAFFS	1764km X 1254km	ALL BOS SYSTEMS	ALL GROUND UNITS DOWN TO PLT AND SQD LEVEL. AIR UNITS TO PLT
CSSTSS	CDRs AND STAFFS FROM COSCOM, TAACOM, TA, AND SUBORDINATE CMD DOWN TO BN LEVEL	SAME AS CBS	SUPPLY POL PERSONNEL NBC AIR OPS REAR OPS ENGR SPT/AMMO TRAN/MAINT/MEDICAL	3200 UNITS 2600 PLAYED ITEMS
WARSIM 2000	WILL REPLACE BBS/CBS/TACSIM/ CSSTSS	TBD	TBD (WILL IMPROVE UPON BBS/CBS/ TACSIM/CSSTSS	ALL UNITS REPLICATED CSSTSS

Figure 6-1. Simulation comparison

6-3. Other service simulations. At the corps and higher level, BCTP trains with support and involvement from sister services. The confederation of models resulted from the need to employ all services in combined multinational force scenarios. Described in figure 6-2 below are the simulation models within the confederation of models. The confederation of models includes CBS, CSSTSS, TACSIM, AWSIM, RESA, MTWS, and JECEWSI. Major exercises at the CINC level utilizing the confederation of models are PRAIRIE WARRIOR, ULCHI FOCUS LENS, UNIFIED ENDEAVOR, and ATLANTIC RESOLVE (formerly REFORGER).

SERVICE	SIMULATION	GENERAL CAPABILITY
US AIR FORCE	AIR WARFARE SIMULATION (**AWSIM**)	ADJUDICATES AIR COMBAT
US NAVY	RESEARCH, EVALUATION, AND SYSTEM ANALYSIS (**RESA**)	NAVAL WARFARE C3 ANALYSIS TOOL
US AIR FORCE	JOINT ELECTRONIC COMBAT ELECTRONIC WARFARE SIMULATION (**JECEWSI**)	FRIENDLY AND THREAT RADAR, COMMUNICATION, AND JAMMING UNITS, AND AIRCRAFT
US MARINE CORPS	MARINE AIR-GROUND TASK FORCE TACTICAL WARFARE SIMULATION (**MTWS**)	PROVIDES C2 FUNCTIONS OF THE MARINE CORPS IN REAL TIME SIMULATION

Figure 6-2. Other service simulations

6-4. Army Battle Command Systems (ABCS). The Army supports the integration of simulations and C4I interfaces that support the Army Battle Command System (ABCS). These systems integrate a series of battlefield automated systems (BAS) into a single, coherent, relational command and control system. ABCS establishes the Army Common Operating Environment (ACOE) for integrating the five BAS. Component systems will use commercial, off-the-shelf computer hardware and peripheral devices configured into individual workstations. Secure combined local and wide area networks (LAN/WAN), and standard DOD worldwide commercial and military communications will link these workstations. These systems employ automated data entry to support the force level information (FLI) database which users can tailor to supporting information requirements (i.e., decision support tools). ABCS will also provide a relevant common picture of the battlefield to all users in flexible graphical displays. This common picture includes situation maps, battle resource reports, and intelligence products. Users can tailor each product for content, size, graphics, and overlay features. Minimum information categories will include task organization, battlefield geometry, each BOS, and the enemy situation.

a. There are five Army Tactical Command and Control Systems (ATCCS) that make up the ABCS. Below is a brief summary of each ATCCS system.

(1) Maneuver Control System/Phoenix (MCS/P). Primary battle command source that provides the common picture, decision aids, and overlay capabilities. Provides common applications necessary to access and manipulate the FLI database. MCS/P is the center of gravity for the ABCS; it allows any or all of the other systems to link up and assist C4I efforts.

(2) Advanced Field Artillery Tactical Data System (AFATDS). AFATDS is the fire support component of ABCS. Provides automated decision support for all types of fire support including close air support (CAS) and naval gun fire (NGF). AFATDS includes a fully integrated fire support command, control, and communication system. This enables the fire support coordinator (FSCOORD) automated support to facilitate planning, coordination, controlling, and executing fire support operations. AFATDS also provides automatic allocation and distribution of fires based on target value analysis.

(3) All Source Analysis System (ASAS). ASAS is the intelligence and electronic warfare (IEW) component ATCCS. This system receives and rapidly processes large volumes of combat information and sensor reports from all available sources. The information assists the development of intelligence products, targeting information, and threat alerts. Modules include system operations management, system security, collection management, intelligence processing, and reporting, high value/high payoff target processing nominations, communications processing and interface.

(4) Combat Service Support Control System (CSSCS). CSSCS is the CSS component of ATCCS. This system provides integrated automated logistical information for all classes of supply, field services, maintenance, medical, personnel, and movement. Standard Army Management Information Systems (STAMIS) HQ provides critical resource information data. CSSCS processes, analyzes/integrates resource information to support current and projected operations.

(5) Forward Area Air Defense Command, Control, Communications, and Intelligence (FAADC3I).

FAADC3I is the air defense component of ATCCS. This system integrates air defense units, sensors, and C2 centers into a synchronized network capable of defeating/ denying the low altitude air threat. It provides automated interface into ABCS at the division level and below enabling commanders and staffs to synergize the counter air fight. FAADC3I also provides battle command information throughout air defense organizations and Army, Joint, and Combined elements.

b. Each of the ATCCS systems consists of a hardware suite and software to operate the system. These systems may operate independently or linked together. The intent is to have ASAS, AFATDS, CSSCS, FAADC3I linked to an MCS/P.

c. ATCCS requires a simulation support model (SSM) to link with existing simulations (i.e., CBS, BBS, etc). The SSM queries CBS and extracts the required data and translates into a readable format to provide ATCCS with the information it requires. The CTC program does not provide funding for ATCCS linkages with CBS. The training unit resources all manpower and simulation drives in order to operate ATCCS with CBS.

6-5. Unmanned aerial vehicles (UAVs). Training units are limited to the use of the HUNTER, PREDATOR, and OUTRIDER UAVs during the exercise. The maximum UAV coverage during the exercise is limited to 16 hours per day. The training unit resources all manpower and simulation drives in order to operate UAVs with CBS.

6-6. Intelligence drivers. The two intelligence collection models are TACSIM and BCTP Intelligence Collection Model (BICM). BICM is included in the standard BCTP Warfighter troop list. TACSIM does not fall into a standard BCTP Division or Corps Warfighter troop list. Units wanting to use TACSIM during a BCTP Warfighter have to pay the cost of that system.

a. TACSIM. Tactical simulation is the intelligence driver for CBS and the Joint Training Confederation training exercises. TACSIM is designed to provide training to intelligence staffs, collection managers and analysts in a simulated war-time situation. TACSIM accomplishes this mission by simulating or stimulating the entire spectrum of intelligence operations. The TACSIM system is composed of several parts: a main simulator, peripheral devices that support computer-generated analysis, AARs, and national collection systems; and the communication support processor. TACSIM is designed to operate at the sensitive compartmented information (SCI) security level. In near-real time, TACSIM aids in the training of intelligence staff skills from the analysis of raw intelligence to the design of collection requirements. TACSIM has the capability to replicate any intelligence sensor from national to individual tactical collectors like TRQ-32s and PRD-12s.

b. BICM. BICM is a BCTP-enhanced intelligence reporting system that provides intelligence sensor reporting of the simulated battlefield to the corps,

division, and brigade Tactical Operations Centers during BCTP Warfighter exercises and unit-conducted command post simulation exercises. BICM is dependent upon CBS and cannot be run in a stand-alone mode. Units are modeled to the individual sensor level for any force that can be replicated in CBS. Sensor missions are activated by mission order entered via an order entry menu by the asset manager. Active missions can be changed at any point or canceled enroute.

Appendix A
References

AR 350-2
Opposing Force Program

AR 350-28
Army Exercises

AR 350-50
Combat Training Center Program

FM 25-100
Training the Force

FM 25-101
Battle Focused Training

TRADOC Reg 350-70
Training Development Management, Processes, and Products

Appendix B
Corps and Division Warfighter Training Rotations (OPSGRPs A and B)

B-1. Initial Planning Conference (IPC)/Site Survey.

a. A BCTP division/corps rotation consists of six elements: Initial planning conference/site survey, the STARTEX Conference, command seminar, WFX, and THP.

b. Site survey. The site survey and the IPC are conducted sequentially. The site survey is conducted first followed by the IPC. The site survey ensures the unit's facilities are adequate to support the exercise. (NOTE: BWFX does not execute a site survey with the IPC). Key unit personnel attending the site survey are representatives from DPTMSEC, DPW, unit signal officer, DOIM, comptroller, training unit project officer, and BSC director (if applicable). BCTP contractor personnel (exercise POC, Communications Technician, and Technical Support Chief) in addition to the BCTP military exercise POC are represented at the sit survey.

c. Initial Planning Conference (IPC). The IPC occurs at the training unit's location to allow a concurrent site survey. The IPC establishes the framework for the Battle Command Seminar at Fort Leavenworth, and begins the planning process for the exercise. BCTP representatives at the IPC include COG, Operations Officer, G3 OC, contractor personnel (exercise POC), EXCON Chief, EXCON POC (as required), and Database

Technician, Operation's NCO, communications specialists, and the WCOPFOR representative. Figure B-2 delineates responsibility for the IPC. Unit deliverables to BCTP can be either paper copies or on floppy disk in MS Office format.

d. Major IPC discussion topics include:

(1) BCTP overview briefing.

(2) Exercise unit organization, training status, potential detractors and force modernization (seminar and exercise).

(3) Seminar location.

(4) BSC facilities.

(5) Area of operations (seminar and exercise).

(6) Training objectives (seminar and exercise).

(7) Seminar requirements.

(8) Personnel augmentation requirements.

(9) Installation and/or training center BWFX support (SSSC, TSC, Billeting, Communications).

(10) Milestones.

(11) Workshops. BCTP provides a menu of mandatory and elective workshops, at the IPC, to support the commander's training objectives. There are five or six mandatory workshops that are presented at every seminar. These workshops are determined by the

BCTP Commander and negotiated at the IPC, based on the units training objectives.

e. Site survey.

(1) BCTP conducts a site survey for all proposed exercise locations. Based on the size of the exercise and location. BCTP looks at proposed facilities for available area adequacy based on security/access control, power and environmental requirements, proximity to AAR room, and OC workspace. Data gathered at the site survey and the IPC are used to prepare a BLUFOR Simulation Control Plan (SCP).

(2) The SCP defines BCTP requirements for executing a exercise. BCTP prepares and furnishes the SCP for implementation to the EXDIR. The SCP defines:

(a) Personnel requirements.

(b) Equipment requirements.

(c) Tactical transportation requirements.

(d) Personnel training schedule.

(e) Simulation center design.

(f) Tactical and administrative communication requirements.

(3) BCTP requires blueprints or facility floor plans, electrical power capacity and the number of participating training and higher HQ units.

TYPE UNIT	IPC / SITE SURVEY	STARTEX CONFERENCE	SEMINAR	EXERCISE, CPX, OR BWFX	THP PSP OR FER
AC EXERCISE	EXERCISE-305 - 335 DAYS	EXERCISE-285-305 DAYS	EXERCISE-150-180 DAYS	EXERCISE TO EXERCISE +5 DAYS (DIV) OR +7 DAYS (CORPS)	EXERCISE+30 DAYS
ARNG EXERCISE	EXERCISE-510 DAYS	EXERCISE-480 DAYS	EXERCISE-180 DAYS	EXERCISE TO EXERCISE +5DAYS	EXERCISE+45 DAYS

Figure B-1. Rotation timelines for AC Div, Corps and ARNG Div OPSGRPs A, B

UNIT RESPONSIBILITY	BCTP RESPONSIBILITY	REMARKS
	PSF FACILITIES	
	WORKSHOP MENU	LIST OF MANDATORY & OPTIONAL WORKSHOPS
	SEMINAR MILESTONES	
UNIT TACSOP		
HIGHER HQ TACSOP		
EXERCISE SEMINAR TNG OBJECTIVES		INCLUDE GEOGRAPHIC LOCATION DESIRED FOR AREA OF OPERATIONS AND OPFOR
EXERCISE SPT RELATIONSHIPS		INCLUDE MAINTENANCE, MEDICAL SUPPORT, AND SUPPLY
UNIT MTOE		INCLUDE COMPLETE PERS/EQUIP RECAP & SUBUNIT BREAKOUTS MTOE SHOULD REFLECT MODERNIZATION CHANGES WHICH WILL OCCUR DURING CDR's TENURE
TASK ORGANIZATION		INCLUDE ALL ATTACHMENTS, S-BDE, ARNG, REINF FA BDEs, ETC
EXERCISE UNIT METL		1 COPY

Figure B-2. IPC/site survey information requirements

B-2. Start of Exercise (STARTEX) Conference.

a. The STARTEX Conference takes place at the unit's higher HQ location approximately three to four months before the seminar and six to eight months before the exercise. It sets the foundation for all planning and coordination required to conduct the exercise. The OPSGRP tasked to execute the rotation conducts the conference. The exercise control cell of the OPSGRP has staff proponency for the STARTEX Conference. Both BCTP and the higher HQ sign the STARTEX MOA, delineating specific responsibilities, milestones, and any further coordination required to conduct the exercise. The responsible OPSGRP coordinates the STARTEX Conference location and date with the EXDIR HQ. Attendees include EXDIR HQ Chief of Staff, G1, G2, G3, G4, G5, ALO, and SOCCE representative and BCTP key personnel. Contractor personnel attending the STARTEX Conference include the exercise POC, assistant exercise POC, EXCON Chief, EXCON POC, Database Technician, and a WCOPFOR POC. Representatives from the exercise unit may attend, but will not participate in the STARTEX Conference. Prior to the conference, the EXDIR must provide:

(1) Approved unit training objectives.

(2) The proposed area of operations.

(3) Proposed road to war.

(4) The intelligence estimate.

(5) The higher HQ concept of operations with mission statement.

(6) Friendly force organization for combat.

b. The MOA signed by the CDR, OPSGRP and EXDIR's representative establishes, as a minimum, the following:

(1) OPFOR, exercise unit CDR's and EXDIR's intent and concept of operations.

(2) OPFOR OB and friendly force organization for combat at STARTEX and any reinforcing forces.

(3) Noncompetitive OPFOR OB and scripted friendly force organization for combat.

(4) Friendly force Time Phased Force Deployment List (TPFD) and OPFOR second echelon time lines.

(5) D-Day. The unnamed day on which a particular operation commences or is to commence; when the "road to war" hostilities begin.

(6) M-Day. The term used to designate the unnamed day on which full mobilization commences or is due to commence; when mobilization begins, if applicable.

(7) C-Day. The unnamed day on which a deployment operation commences or is to commence; when reinforcement begins, if applicable.

(8) Identify available friendly force and OPFOR intelligence collection capabilities (types/numbers in writing) to include EAC, corps, division and brigade assets to be used.

(9) Overlay with written description by grid coordinates with boundaries of competitive zone to include the higher HQ, and the country's involved borders, and line of contact.

(10) Friendly force and OPFOR locations with unit center of mass from EAC down to brigade/regiment, separate battalion, SOF and reconnaissance teams.

(11) Terrain changes to CBS data base.

(12) Exercise weather/time.

(13) Corps/EAC levels of supply, classes II, III, IV, V and VIII (i.e., CSR/RSR and theater of operations stockage levels). These should be as close to reality as possible without being classified.

(14) Corps/EAC personnel replacement (number of personnel replacements expected each day).

(15) Specific level of SOF participation to include location of SOF.

(16) Quality/quantity of friendly and OPFOR air, both rotary and fixed wing (STARTEX air situation).

(17) C3 node diagram depicting internal and external doctrinal communications.

(18) STARTEX strengths for all competitive and noncompetitive units.

(19) Time line matrix with unit strengths and locations of scripted battle prior to STARTEX.

(20) Exercise unit's exercise training objectives.

(21) Operational concept sketch reflecting scenario of each day's progress to achieve specified training objective of the exercise based on BCTP and higher HQ wargaming. The unit's higher HQ produces concept sketch, with BCTP support, at the STARTEX Conference.

(22) Support relationships for maintenance, air and ground, medical and Class III, V, VII, VIII and other (I, II, IV, IX) supplies (i.e., who provides Class III support to each corps units).

(23) Engineer effort accomplished prior to STARTEX. The pre-STARTEX engineer efforts must be justifiable, given the road to war and assets available.

(24) Changes to this MOA must be approved by the BCTP Commander.

B-3. Corps and Division Battle Command Seminars.

a. A five-day seminar conducted at Fort Leavenworth, Kansas, assists the commander in building his command and staff team. The seminar provides division and corps commanders an opportunity for team building and focuses on application of Army operations doctrine and command and staff processes. Fort Leavenworth hosts this training event for all AC divisions and corps participating in a BCTP division/corps rotation (with the exception for 2ID in Korea). Both ARNG divisions and BWFX brigades conduct their seminars in the Leadership Development Center, adjacent to Fort Leavenworth. Conducting the training away from the unit home station enables the commander to focus his efforts on developing warfighting skills away from routine training distracters. The seminar stimulates thinking about doctrine and tactics, promotes insights and discoveries about the complexity of war, and promotes understanding of the commander's battle style and unit SOPs. Planning time lines for seminars are in appendixes J and K.

b. Non-standard seminars. Exercise units may request their seminars in theater. The request must be supportable within BCTP's schedule and approved by the unit's MACOM commander. All CONUS or OCONUS seminar costs incurred by BCTP are the requesting MACOM/JTF's responsibility (e.g., contractor and military personnel per diem, travel, rental cars, and equipment shipping).

c. The seminar scenario and tactical situation for Corps and AC divisions will not be the same as the WFX scenario. BCTP has responsibility for developing OPLANs for AC seminars, and the AC unit's higher HQ has responsibility for developing the OPLAN for the AC unit's WFX. A NG Division Seminar may be joined to its WFX, i.e., the OPLAN developed for the WFX is the plan used for the seminar. If the seminar is joined to the WFX, the NG unit's corps higher HQ is responsible for preparation of the OPLAN used in the seminar and WFX. If the seminar and WFX are not joined, the seminar OPLAN is developed by BCTP; the NG unit's corps higher HQ has responsibility for developing the OPLAN for the WFX. This corps developed WFX order must be briefed by the Corps staff during the NG Division's Seminar, and copies must be furnished to the National Guard Division during the Division's Seminar.

(1) Division seminar attendees. The seminar encourages small group dynamics. The key to a successful seminar is to tailor the group and ensure principal decision makers participate. The seminar focuses on critical issues of operational objectives, battle planning, allocation of resources, battlefield synchronization and command and control. The following personnel should participate:

(a) Commanding General.

(b) Assistant Division Commanders.

(c) Command Sergeant Major.

(d) Maneuver Brigade Commanders.

(e) DIVARTY Commander.

(f) Aviation Brigade Commander.

(g) DISCOM commander.

(h) Engineer Brigade Commander.

(i) Division Chemical Officer.

(j) A corps representative.

(k) FA BDE Commanders.

(l) Surgeon.

(m) Division Provost Marshal.

(n) Chief of Staff.

(o) G1.

(p) G2.

(q) G3.

(r) G4.

(s) G5.

(t) USAF ALO.

(u) Separate Battalion Commanders.

(v) SJA.

(w) PAO.

(x) Chaplain.

(y) Supporting CA and PSYOP Commanders.

(2) Division seminar battle staff. To provide support during decision exercises, the exercise unit deploys a reduced battle staff. Battle Staff personnel perform tactical operations center functions including situation updates, staff estimates, course of action development, war gaming, and orders preparation. BCTP recommends attendance by the following positions:

(a) G1, Plans Officer.

(b) G2, Ops or Plans Officer.

(c) G3, Ops or Plans Officer.

(d) G4, Plans Officer.

(e) Assistant Division FSCOORD.

(f) Assistant Division Engineer.

(g) Assistant Division Air Defense Officer.

(h) Assistant Division Aviation Officer.

(i) Assistant Division Signal Officer.

(j) Assistant Division Chemical Officer.

(k) Senior Staff NCO.

(l) SOCOORD.

(m) Operations Clerk.

(n) Operational Law Judge Advocate.

(o) Staff Judge Advocate.

(3) Corps seminar attendees. The corps seminar differs from the division seminar only in terms of scale. A corps battle staff (maximum of 30 personnel) similar to the division battle staff attends. Additionally, an austere division staff (maximum 4 personnel) represents each participating division. The participants include those listed below:

(a) Commanding General.

(b) Deputy Commanding General.

(c) Chief of Staff.

(d) Command Sergeant Major.

(e) G1.

(f) G2.

(g) G3.

(h) G4.

(i) G5.

(j) USAF ALO.

(k) Adjutant General.

(l) MI Brigade Commander.

(m) SJA.

(n) Chaplain.

(o) Division Commanders with their G2, G3, FSCOORD, and G4.

(p) COSCOM Commander.

(q) Aviation Brigade Commander.

(r) Corps Artillery Commander.

(s) Corps Engineer.

(t) ADA Brigade Commander.

(u) MP Brigade Commander.

(v) Transportation Brigade Commander.

(w) Signal Brigade Commander.

(x) Armored Cavalry Regiment.

(y) Separate maneuver Brigade.

(z) Medical Brigade Commander.

(aa) Supporting CA and PSYOP Commanders.

(bb) PAO.

d. The seminar is built around the unit commander, who is the trainer and coach. The seminar assists the commander in achieving the following goals:

(1) Understanding current doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further training.

(4) Improving warfighting skills.

e. The unit commander establishes specific training objectives. At conclusion, the command and staff team has:

(1) Enhanced staff coordination, decision making and associated command and control procedures.

(2) A common understanding of commander's critical information requirements (CCIR).

f. Home Station Preparation.

(1) BCTP and the training unit coordinate the area of operations and initial unit mission during the IPC.

(2) The battle staff for AC units arrive at Fort Leavenworth four days prior to the seminar. ARNG battle staffs should arrive at Fort Leavenworth two days prior to the seminar. BCTP will provide some expendable supplies: markers, paper, pencils, and acetate. The unit provides charts, staff briefing aids,

unique staff support products, laptop computers, and printers. The seminar does not require extensive unit home station preparation beyond the read ahead packets. Figures B-3 and B-4 provide a brief summary of key Battle Command Seminar activities.

g. Administration.

(1) Transportation.

(a) Fort Leavenworth Executive Services will provide transportation for LTG and above IAW CAC Reg 210-2, Dec 96, while at Fort Leavenworth.

(b) All other transportation requirements are the responsibility of the exercise unit.

(2) Billeting. BCTP will coordinate billeting requirements for O-6 and above seminar participants. Exercise units provide personnel rosters to BCTP NLT 60 days prior to the seminar.

B-4. Warfighter Exercise.

a. General.

(1) The Warfighter is the fifth BCTP division/corps rotation event. Each exercise runs around the clock (24 hours continuous operation) from STARTEX to End of Exercise (ENDEX). Division exercises are five days and corps exercises are seven days in length (see figures B-5, Deployment Timeline CONUS, and B-6, Deployment Timeline OCONUS). BCTP conducts two formal AARs per exercise.

PERS	THU	FRI	SAT	SUN	REMARKS
BCTP	PREP	ISSUE OPLAN, THREAT, & DECISION MAKING BRIEFS	SPT BTL & INSTALL STAFF	SPT BTL & INSTALL STAFF	
BATTLE STAFFS	ARRIVE	RECEIVE OPLAN, THREAT, & DECISION MAKING BRIEFS MSN ANALYSIS	MSN ANALYSIS	MSN ANALYSIS	
CMD GROUP				ARRIVE	
PRIMARY STAFF				ARRIVE	
MSC CDRs				ARRIVE	

Figure B-3. Pre-Battle Command Seminar Activities

PERS	MON-FRI	SAT
BCTP	FACILITATE WORKSHOPS/ANSWER RFIS/PROVIDE DOCTRINAL INFO AS REQ	PROVIDE INFO ON EXERCISE PREP
TNG UNIT	CONDUCT MILITARY DECISION MAKING, PARTICIPATE IN WORKSHOPS, AND ISSUE/RECEIVE CDRs GUIDANCE	CONDUCT CDRs AAR REDEPLOY

Figure B-4. Battle Command Seminar Activities

The only exception is the annual CGSC PW exercise each spring at Fort Leavenworth. PW exercises run 12 hours each day. Appendices E and F have specific information pertaining to corps and division WFXs respectively.

(2) The OPSGRP is responsible for the exercise schedules and coordinates all planning activities IAW the milestones in appendixes J through M.

(3) AAR/Final Exercise Report (FER).

(a) BCTP, IAW the EXDIR, schedules formal AARs for the unit. Attendees at the formal AAR are normally the EXDIR, his primary staff, the training unit commander and his staff, ALO, CSM, MSC commanders and all separate battalion/brigade or company commanders, as applicable. BCTP reserves seats for the BCTP CDR, senior observers, the WCOPFOR CDR, BCTP SGM and VIPs cleared by the EXDIR. The AAR overflow provides a direct audio/video feed. BCTP provides copies of the AAR tapes to the exercise commander as part of the FER.

(b) All OCs conduct a minimum of two counterpart AARs with their observed unit/staff sections.

(c) BCTP prepares an FER based on its observations. The unit receives the FER 30 days after the ENDEX. Additionally, BCTP provides a copy of the FER to the Center for Army Lessons Learned (CALL). CALL incorporates salient information into the CALL database, and limits access to that data to meet the needs of the Army for research and study. The EXDIR and CAC CDR receive executive summaries.
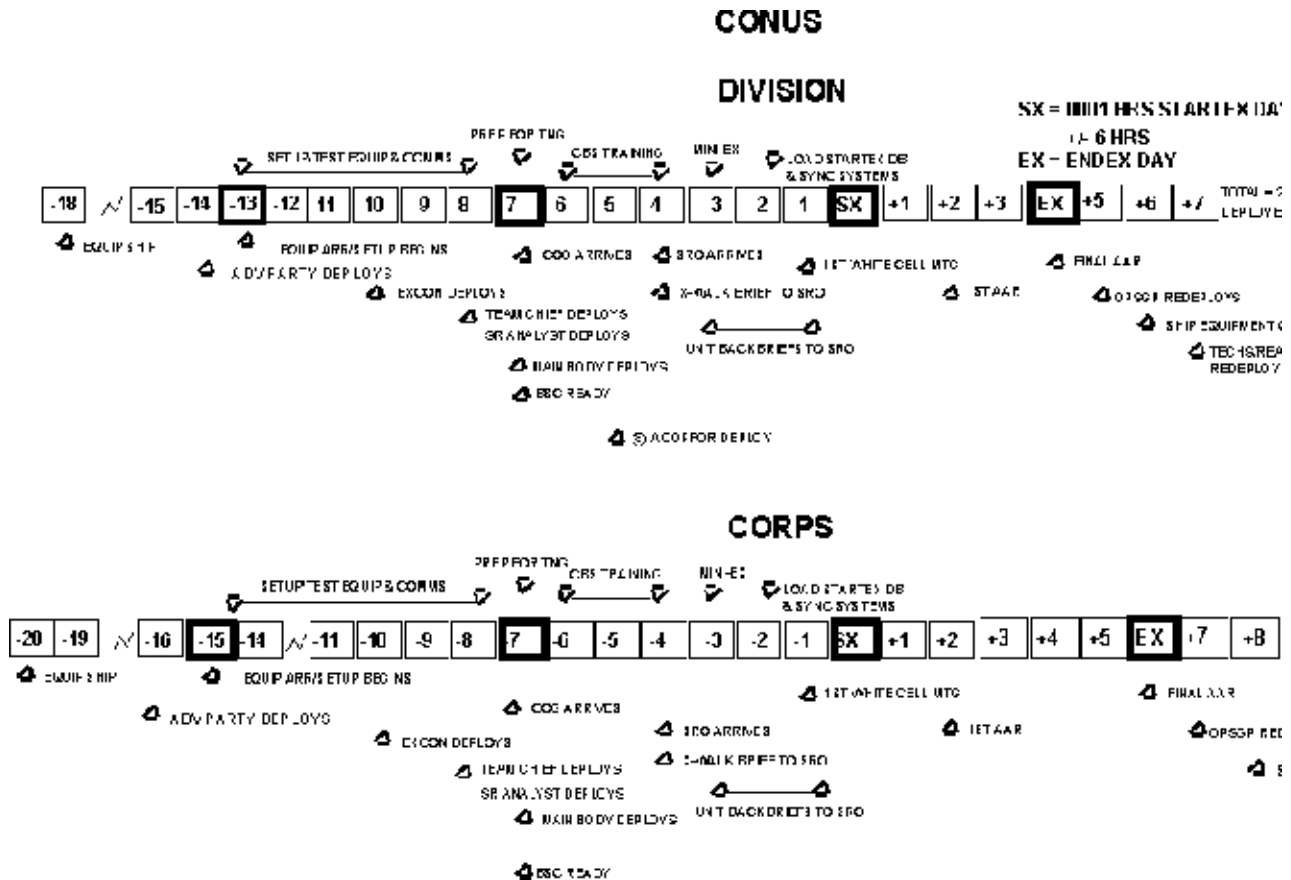

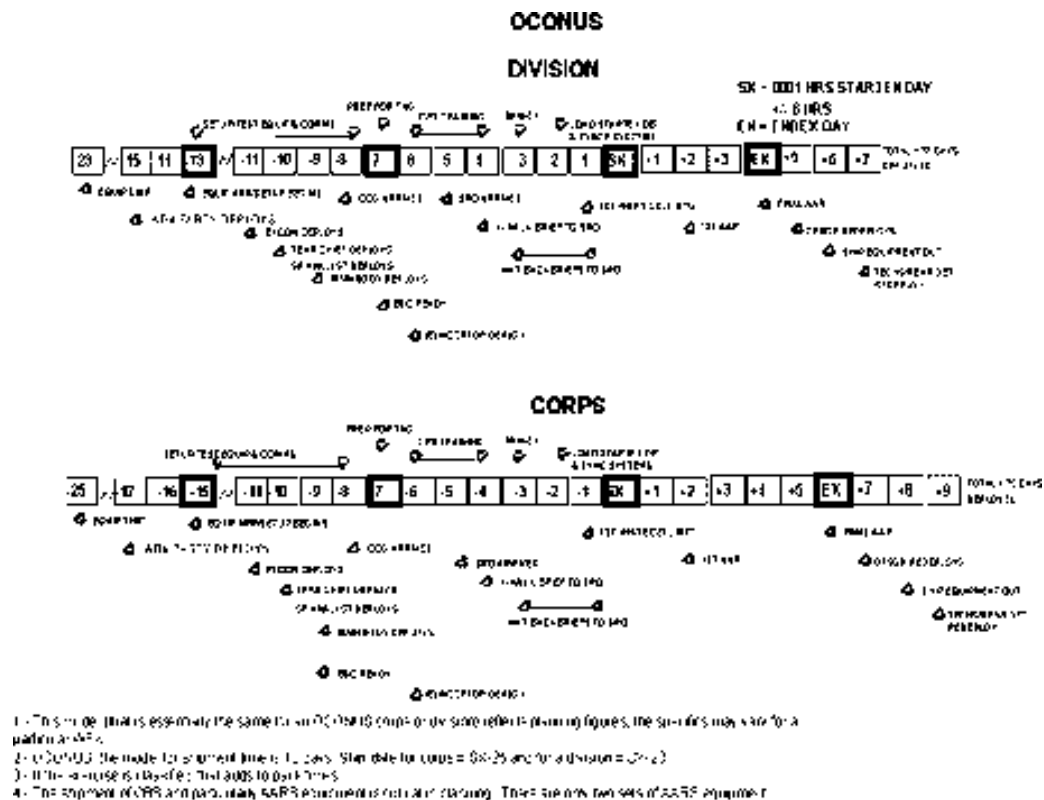**Figure B-5. Deployment Timeline CONUS**

Figure B-6. Deployment Timeline OCONUS

(d) BCTP and CALL are the only agencies authorized to publish reports and lessons learned from specific exercises.

b. Exercises are held for both divisions and corps. The major participants and their roles include:

(1) Warfighter unit commander and staff - primary training audience.

(2) MSC commanders/separate commanders and staff - secondary training audience.

(3) The EXDIR is the primary exercise trainer. He approves training objectives, scenario, flank operations and orders. He provides the AAR's introduction and closing remarks, and participates substantially in the discussion. The EXDIR receives a pre-briefing on the substance of the AAR. During the exercise, he coaches and mentors exercise unit commanders.

(4) BCTP provides the following technical mechanism for conducting a CTC rotation:

(a) A dedicated, doctrinally proficient OPSGRP containing impartial OC/OTs.

(b) A dedicated, realistic, doctrinally correct, capabilities based OPFOR.

(c) A training simulation which adequately portrays combat functions and results, and a system of instrumentation designed to unobtrusively collect and record battle events for replay and analysis.

B-5. THP.

a. General. The take home package consists of a FER and copies of video tapes from the formal AARs and selected briefings which occurred during the exercise. The exercise unit receives the THP 30 days following the exercise, followed within two weeks by a written, in-depth analysis of the exercise by Battlefield Operating System.

b. The FER is a final written product from the OCs based on their observations throughout the exercise. The FER identifies strengths and weaknesses of the unit during the exercise.

c. Only ARNG division commanders receive Proficiency Sustainment Packages (PSPs). The OPSGRP normally ships the PSPs to a unit 45 days after completion of the exercise. The OPSGRP will select two to three actual vignettes from the exercise and develop these situations into a training package, complete with scenarios, reports, orders and implementing instructions, for the exercise unit. The PSP serves as the basis for either seminar or CPX Sustainment training. BCTP does not provide Training Assessment Management Systems (TAMS) evaluations, nor will it provide direct input comments to a TAMS evaluation. The higher HQ may not use the BCTP WFX as the TAMS producing annual event. BCTP does not provide personnel to observe or to assist in the conduct of the exercise unit's sustainment exercises. Additionally, the exercise unit should review the AAR tapes and consider the current situation of commanders and staffs to tailor the PSP to its training need.

Appendix C
Brigade Rotations (OPSGRP C)

C-1. Planning Conference and site survey. The planning conference and site survey occurs at the unit location. This conference is the basis for all future coordination in support of the rotation and identifies facility and equipment requirements to support the BWFX. The event has high level BCTP representation. BCTP invites the exercise unit's higher HQ to send a representative. The exercise unit should arrange for attendance by its commander, executive officer, and primary staff, and its training facility or installation technical support personnel. The end result of the planning conference and site survey is a memorandum of agreement detailing objectives, requirements, roles, and responsibilities for the BWFX rotation.

a. At the planning conference, the exercise unit discusses:

(1) Unit tactical SOP.

(2) Higher HQ tactical SOP.

(3) Unit MTOE (complete to include personnel and equipment recapitulations and sub-unit breakouts). MTOEs should reflect modernization changes, which will occur during the commander's tenure, which the commander desires to employ for the rotation.

(4) Exercise unit seminar and exercise training objectives.

(5) Exercise unit METL.

(6) Exercise unit support relationships for maintenance, medical support, and supply.

b. Major topics covered include:

(1) Overview briefing.

(2) Exercise unit organization, training status, potential detractors and force modernization.

(3) Seminar and BWFX locations.

(4) Simulation center facilities.

(5) BWFX area of operations.

(6) Training objectives.

(7) Seminar requirements.

(8) Personnel augmentation requirements.

(9) Installation and/or training center BWFX support (SSSC, TSC, Billeting, Communications).

(10) Milestones.

(11) Unresolved issues and suspense's for resolution.

c. The site survey portion of the conference results in identification of BCTP's work space, security, communications, electrical power, air conditioning, lighting, billeting, training aid, audiovisual, office supply, and office machine requirements for the BWFX. Action officers from the exercise unit's staff, its installation or training center receive these and execute the arrangements per the agreed upon milestones, ICW BCTP project officers.

C-2. STARTEX Conference. BCTP OPSGRP C coordinates the STARTEX Conference location and data with the exercise unit and informs the EXDIR HQ. Attendees include the COG OPSGRP C, EXDIR HQ representative, brigade commander and staff, state plans operations and training officer (POTO), and United States Property and Fiscal Officer (USP&FO). The STARTEX Conference establishes the relationship between the COG OPSGRP C, commander exercise unit, and the EXDIR.

a. The exercise unit must provide (if not provided at the IPC):

(1) Unit tactical SOP.

(2) Training objectives.

(3) Unit MTOE (complete to include personnel and equipment recapitulations and sub-unit breakouts). The higher HQ provides the higher HQ unit troop list. MTOEs should reflect modernization changes, which occur during the BWFX period. Resolve MTOE issues at the seminar.

(4) Emphasized missions.

(5) Unit METL.

(6) Organic and attached unit SOPs.

(7) Theater of operations.

(8) Name and nickname of unit leadership.

(9) List of seminar attendees.

b. Requirements. The signed MOA covers no less than:

(1) Training objectives.

(2) Missions which support METL.

(3) BWFX location.

(4) Unit force structure.

(5) Requested workshop for the seminar.

(6) Theater of operations.

(7) Priority of rotation training.

(8) Funding requirements and shortfalls.

(9) Seminar and BWFX overview.

C-3. Battle Command Seminar. The seminar provides the brigade commander an opportunity for team building with his battalion commanders and the staffs. The focus is on application of Army Operations Doctrine, command and staff processes, and the tactical decision

making processes. In preparation for the seminar, BCTP provides the brigade commander and key personnel a read ahead packet of material designed to stimulate thought on the subjects to be addressed, facilitating achievement of the training objectives. A five day event held at the LDC, the seminar features workshops presented by the BCTP OCs/OTs and a simulation supported (JANUS) tactical exercise with supporting maneuver battalions.

a. As a minimum, the following personnel should attend. It is imperative that all slice elements (EN, ADA, FA) in the Brigade attend.

(1) Brigade Commander.

(2) Deputy Bde CDR.

(3) Bde CSM.

(4) Bde XO.

(5) Mvr Bn CDR.

(6) Mvr Bn S2.

(7) Mvr Bn S3.

(8) Mvr Bn FSO.

(9) Mvr Bn ENG.

(10) Mvr Bn Ops NCO.

(11) DS FA Bn CDR.

(12) FA Bn S3.

(13) SB CDR.

(14) SB S2.

(15) SB S3.

(16) SB SPT OPS OFF.

(17) Bde SIGO.

(18) Bde Chaplain.

(19) Bde Trial Counsel.

(20) Bde S1.

(21) Bde S2.

(22) TAC Intel Officer.

(23) Intel SGT.

(24) Bde S3.

(25) Bde Asst S3.

(26) Bde S3 Air.

(27) Bde Plans Officer.

(28) Bde FSO.

(29) Bde IEW Officer.

(30) Bde CM Officer.

(31) Bde C&E Officer.

(32) Bde ADA Officer.

(33) Bde Ops NCO.

(34) Bde S4.

(35) Bde Asst S4.

(36) Eng Bn CDR or Eng Co CDR

(37) Cav Troop CDR.

(38) Bde Surgeon.

b. Higher HQ. The brigade's higher HQ and supporting RG/RTD should send a representative to the seminar.

c. The brigade commander is the primary trainer with seminar end state being IPB products through event templates and decision support template/matrix. During the seminar the OPSGRP personnel assist the commander and staff in achieving these goals:

(1) Understanding current doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further home station training.

(4) Improving war fighting skills.

d. BCTP provides the division plans and orders for initiation of the decision exercises, NLT 30 days prior to the seminar. During the STARTEX Conference BCTP coordinates the theater of operations, unit training objectives, and initial division mission with the brigade and higher HQ.

e. Seminars run from Monday through Friday noon of the scheduled week. Request exceptions at the planning conference. An advance party consisting of brigade S2, S3, and S4 representatives should arrive by the Saturday before. Travel day for the brigade main body is Sunday, with departure from Fort Leavenworth NET Friday at approximately 1400 hours. Upon arrival, the battle staff receives an administrative briefing, work areas, and initial warning order. BCTP will provide limited expendable supplies. The battle staff should plan on bringing everything it may need to prepare, produce, brief, and rehearse an order.

f. Administration.

(1) Transportation. The LDC provides transportation in and around the seminar site. Coordination for transportation of attending general officers with Fort Leavenworth Executive Services and/or the LDC staff is possible.

(2) Billeting/Mess. The LDC coordinates billeting and mess requirements for seminar participants. Submit personnel rosters to BCTP NLT 60 days prior to the seminar.

C-4. **Brigade Warfighter Exercise.** The BWFX is a BBS driven exercise, which focuses on execution of the order produced during the seminar. Held at the brigade's home station or a nearby training facility, the BWFX is a collective training exercise using a scenario based on the unit's METL and tailored to the brigade commander's training objectives. Detailed feedback from

BCTP OT, including a retired general officer senior observer, provides the brigade commander information with which to make his own training assessments.

a. Exercise scenarios are unclassified. BWFXs cannot validate unit war plans. BCTP develops and issue the higher HQ' OPORD for the BWFX unit. The planning conference provides the forum for BCTP and the brigade to coordinate the mission, troop list, and training objectives for the BWFX (see appendix C).

b. The brigade's higher HQ should provide a division response cell (DRC). The DRC should come from the active component training sponsor if the training unit is a separate brigade. If the active component HQ cannot participate, then ARNG solicits support from an independent ARNG division HQ. The DRC should be able to give the higher echelon guidance, direction, and simulated support that a brigade-sized unit could normally expect. It uses the OPORD developed by BCTP when participating in the exercise. The response cell is not competitive during the BWFX. It is part of the exercise control structure, helping to establish the conditions, which give the BWFX unit the opportunity to accomplish its training objectives.

c. The BWFX encompasses a weekend MUTA-5 for the exercise unit, plus two preliminary days of work station training for full time and additional man-day personnel.

d. The exercise unit and its subordinate CPs (outlined in appendix F) should displace to alternate field sites as required by the tactical situation. CPs will remain in close proximity to the BSC to facilitate frequent visits by the senior observer and the COG OPSGRP-C. The communications architecture between CPs and between CPs and their BSC representatives will be doctrinal and use MTOE equipment.

e. Workstations in the BSC represent the units controlled by the CPs established for the exercise. Field CP personnel have no authorized direct access to the BSC after STARTEX. The BWFX unit establishes a liaison site in proximity of BSC in which to conduct liaison between work station and field CP personnel.

f. BCTP provides at least, two brigade level formal AARs, during the BWFX (interim and final). The OC/OT for each CP/BOS conducts a minimum of two counterpart AARs during the BWFX.

C-5. THP.

a. General. The take home package consists of a FER, copies of videotapes from the formal AARs and selected briefings, which occurred during the BWFX and seminar. The BWFX unit receives the FER immediately following the exercise.

b. The FER is a final written product from the OTs based on their observations throughout the BWFX rotation. During the seminar (planning phase) and the BWFX (execution phase). The FER identifies the strengths and weaknesses for incorporation into the unit's long range sustainment training program.

c. BCTP does not provide TAMS evaluations, nor will it provide direct input comments to a TAMS evaluation. The higher HQ may not use the BCTP WFX as the TAMS producing annual event.

Appendix D
JFLCC, ARFOR, ASCC, JTF Training Exercises (OPSGRP D)

D-1. Concept Development Conference (CDC). The CDC is sponsored by the CIN HQ to establish overall joint exercise concept. The CDC occurs prior to the IPC to form the exercise around training audience JMETL and objectives. BCTP personnel normally attend this conference.

D-2. Initial Planning Conference (IPC)/Site Survey.

a. The IPC occurs at the unit location, allowing an exercise site survey to be conducted concurrently. The IPC has extensive BCTP representation. The ARFOR/JTF should allow time for the pertinent JTF's command group and primary J Staff to attend. A representative from the unit's higher HQ (preferably a CINC HQ) should also attend. It sets the standards for all future coordination in support of the rotation. During the IPC, the exercise unit should provide the following items to the BCTP team:

(1) Unit JTF JSOP.

(2) Higher HQ tactical JSOP.

(3) Unit force structure/organization (complete to include personnel and equipment recapitulations and sub-unit breakouts). The higher HQ representative provides the higher HQ force structure/organization.

(4) Exercise CJTF seminar training objectives.

(5) Exercise CJTF JMETL.

(6) Medical and Class III, V, VII, VIII and other (I, II, IV, IX) supplies (i.e., who provides Class III support to each divisional unit?).

b. The major IPC topics covered include:

(1) Overview briefing.

(2) Exercise unit organization, training status, potential detractors and force modernization.

(3) Seminar and exercise locations.

(4) BSC facilities.

(5) Joint Operational Area (JOA).

(6) Training objectives.

(7) Seminar requirements.

(8) Personnel augmentation requirements.

(9) Installation and/or training center exercise support (SSSC, TSC, billeting, communications).

(10) Milestones.

c. Site survey.

(1) BCTP conducts a site survey for all proposed exercise locations. BCTP looks at proposed facilities for available area adequacy based on security/access control, power and environmental requirements, proximity to AAR room, and OT work space.

(2) BCTP requires blueprints of facility floor plans, electrical power capacity and the number of participating training and higher HQ units.

(3) Key personnel attending the site survey are representatives (action officers) from DPTMSEC, DPW, unit signal officer/DOIM, training unit project officer and BSC director (if applicable).

D-3. ARFOR/JTF Seminars.

a. The seminar provides the ARFOR/JTF commander an opportunity for team building and focuses on application of joint operations doctrine and JTF command and staff processes at the operational level. The seminar stimulates thinking about joint doctrine, promotes insights and discoveries about the complexity of joint operations, and promotes understanding of the commander's operational style and JTF's JSOPs. All ARFOR/JTF seminars are held at the training audience location. The planning time lines for joint seminars are in appendix M.

b. ARFOR/JTF Seminar Attendees. The seminar encourages small group dynamics. The key to a successful seminar is ensuring the principal decision-makers participate. The seminar focuses on critical operational level issues, joint planning, allocation of resources, synchronization of the joint operational area (JOA), and command and control at the operational level. The ARFOR/JTF battle staff seminar attendees should be a minimum of 40-50 personnel. Additionally, MSC representatives from each major subordinate command should attend. A recommended list of attendees may include:

(1) ARFOR/JTF Commander.

(2) Deputy Commander.

(3) JTF Chief of Staff.

(4) CSM.

(5) J1/G1.

(6) J2/G2.

(7) J3/G3.

(8) J4/G4.

(9) J5/G5.

(10) J6/G6.

(11) J7/G7.

(12) JFFC.

(13) JAG.

(14) SURG.

(15) PAO.

(16) JFACC Commander.

(17) Component Representatives.

(18) JSOTF Commander.

(19) JCMOTF Commander.

(20) JPOTF Commander.

(21) Joint Functional Representatives (i.e. JRAC, AAMDC).

(22) Support Commander.

(23) Engineer Staff Officer.

(24) ADA Staff Officer.

(25) MP Staff Officer.

(26) Transportation Staff Officer.

(27) Separate Task Force Commander.

(28) Chaplain.

c. The seminar is built around the ARFOR/JTF commander, who is the trainer and coach. The seminar assists the commander in achieving the following goals:

(1) Understanding current doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further training.

(4) Improving warfighting skills.

d. The unit commander establishes specific training objectives. At conclusion, the command and staff team has:

(1) Enhanced staff coordination, decision making and associated command and control procedures.

(2) A common understanding of commander's critical information requirements (CCIR).

e. When required, BCTP will write a fictitious higher HQ campaign plan, OPORD or OPLAN for initiation of the decision exercises.

f. Home Station Preparation.

(1) BCTP and the training unit design the JOA and initial JTF mission during the IPC.

(2) The battle staff for JTF seminar should be prepared at least three days prior to the seminar to receive an operational briefing and higher HQ guidance necessary to begin planning. The JTF staff should plan

on using charts or staff briefing aids and any unique staff support products.

g. Administration.

(1) Transportation. All transportation requirements are the responsibility of the JTF unit. BCTP coordinates their own transportation.

(2) Billeting. BCTP coordinates their own billeting.

D-4. Joint Exercise.

a. General.

(1) During the exercise BCTP typically conducts one AAR. The AAR focuses on ARFOR/JTF responsibilities and the operational tasks assigned for missions in a joint and combined environment.

(2) BCTP OPSGRP-D schedules and coordinates all planning activities IAW the milestones.

(3) AAR/FER.

(a) BCTP, IAW the EXDIR, schedules formal AARs for the ARFOR/JTF Commander. Attendees at the formal AAR will normally be the EXDIR, his primary staff, the training JTF commander and his staff and component commanders. BCTP reserves seats for the BCTP CDR, senior observers, the WCOPFOR CDR and VIPs cleared by the EXDIR. If required, BCTP establishes an overflow room with direct Audio/Video feed. BCTP provides copies of the AAR tapes to the Joint Force Commander as part of the FER.

(b) All OT conduct a minimum of two counterpart AAR's with their staff counterpart.

(c) BCTP prepares an FER based on its observations and gives it to the unit at the end of the exercise or forwarded within several weeks after the exercise.

(d) BCTP and JWFC are the only agencies authorized to publish reports and lessons learned from specific exercises.

b. Major participants and their roles in the joint exercise are:

(1) ARFOR/JTF Commander and Staff - primary training audience.

(2) Component commanders/separate commanders and staff - secondary training audience.

(3) The EXDIR is the primary trainer for the joint exercise. He approves training objectives, scenario, flank operations and orders. He provides the AAR's introduction and closing remarks, and participates substantially in the discussion. The EXDIR receives a pre-brief on the substance of the AAR. During the Joint exercise, he coaches and mentors the Joint Force Commanders.

(4) BCTP provides a dedicated, doctrinally proficient OPSGRP containing impartial OTs.

D-5. THP.

a. General. The take home package consists of a FER. The unit is responsible for video tapes of AARs and selected briefings as required. The Joint exercise ARFOR/JTF receives the THP immediately following the exercise, followed within 30 days by a written, in-depth, analysis of the joint exercise by Operational Operating System.

b. The FER is a final written product from the OTs based on their observations throughout the Joint exercise. The FER identifies strengths and weaknesses of the unit during the Joint exercise.

Appendix E
Corps Standard Troop List
(OPSGRPs A and B)

E-1. Purpose. The purpose of this Appendix is to prescribe the STL for corps organizations during the exercise portion of BCTP corps rotations. Figure E-1 provides the STL for corps exercises. Figure E-2 Shows the corps OC manning model.

E-2. General information.

a. Corps exercises are seven days in length and 24 hours per day.

b. It requires both OPSGRP A and B, with external augmentation tasked from TRADOC to conduct a corps exercise.

c. AR 350-50 requires CSA approval for more than three divisions to participate in a corps exercise. The MACOM will provide both approval and resourcing (Additional AOC personnel and funds) to conduct exercises above the corps STL.

d. Divisional brigades operate subordinate unit TOCs from installation BSC. Corps MSCs operate subordinate unit TOCs in field locations.

e. Corps will deploy the following CPs during a corps exercise:

(1) Corps TAC CP.

(2) Corps main CP.

(3) Corps rear CP.

(4) COSCOM HQ.

f. Each Division deploys their CPs.

g. The corps ACR will deploy their CPs.

h. The Corps Artillery will deploy their CPs.

i. All corps artillery brigades, separate brigade, (aviation, air defense artillery, engineer, signal and military intelligence) operating in the competitive zone will deploy their CPs. ARSOF will operate in the training unit CPs.
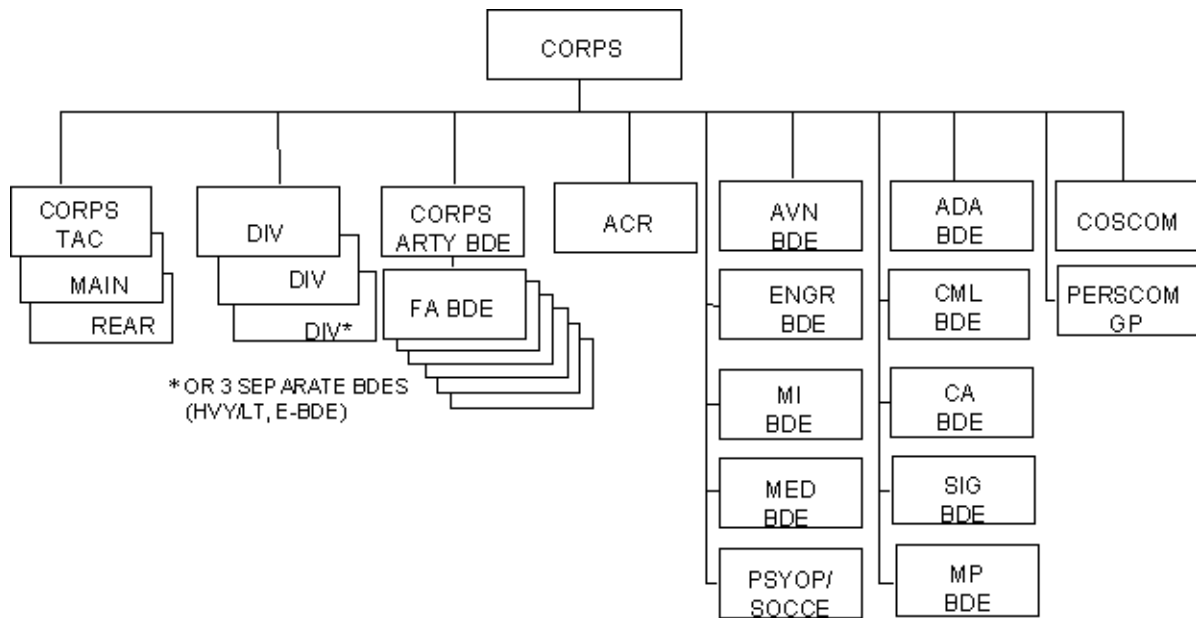
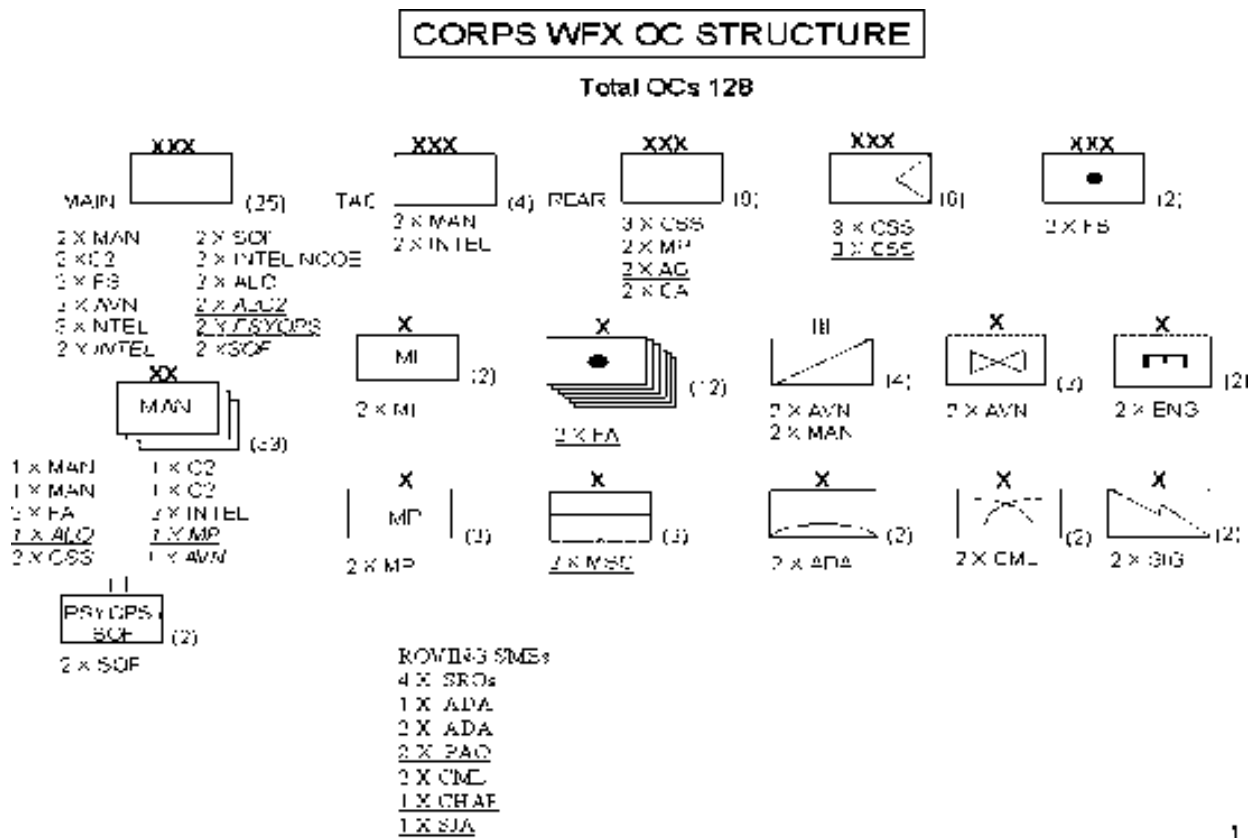**Figure E-1. CORPS Rotation Standard Troop List**

Figure E-2. CORPS Observer Controller Manning Model

E-3. Restrictions.

a. AR 350-50 (revised based on recommendations by BCTP) specifies three divisions as the standard base force for a corps exercise. BCTP provides exercise OC coverage for a two division corps. Augmentation OC coverage for the third division is dependent on TRADOC approval and tasking, by TRADOC, of additional OCs to the STL. MACOMs will resource any cost incurred over the corps STL. MACOMs will provide all additional augmentee OCs over the corps STL.

b. AR 350-50 (CTC Program) defines the STL. This prescribes the maximum number and type of units that can participate in a corps or division WFX. A goal for WFX participation includes ARNG BDE heavy/light integration and SOF elements. However, approving rotational troop lists are the responsibility of the sponsoring MACOM who must fund the rotation and take into consideration unit OPTEMPO/PERSTEMPO. that a subordinate unit conducts a BCTP rotation with fewer units than the number specified in the regulation.

c. There are no scripted units or events in the competitive zone. Any force portrayed in the competitive zone of the simulation must have a CP deployed to the field and be represented by a workstation in the BSC.

d. Brigades from the divisions participating in the exercise occupy and operate out of the BSC during the exercise.

Appendix F
Division Standard Troop List (OPSGRPs A and B)

F-1. Purpose. The purpose of this appendix is to prescribe the STL for division organizations during the exercise portion of BCTP division rotations. Figure F-1 shows the STL for division exercises. Figure F-2 shows the OC manning model for division exercises.

F-2. General Information.

a. Division exercises are five days in length and 24 hours per day.

b. It takes one full OPSGRP (A or B) with external augmentation tasked thru TRADOC to conduct a division exercise.

c. The MACOM will provide both approval and resourcing (additional AOC personnel and funds) for any additional units above the division STL.
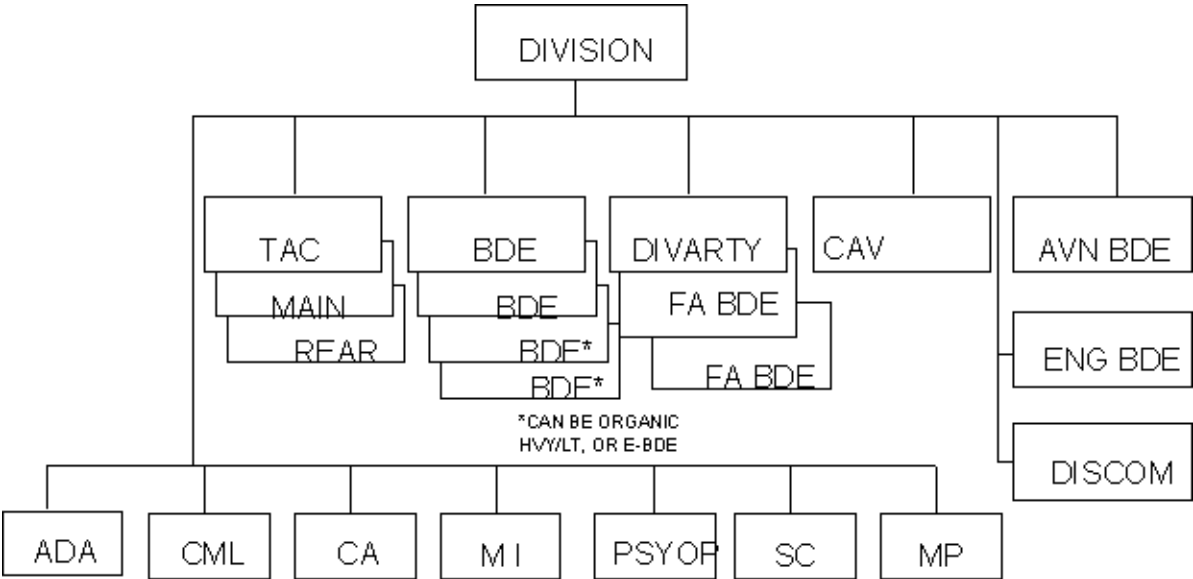

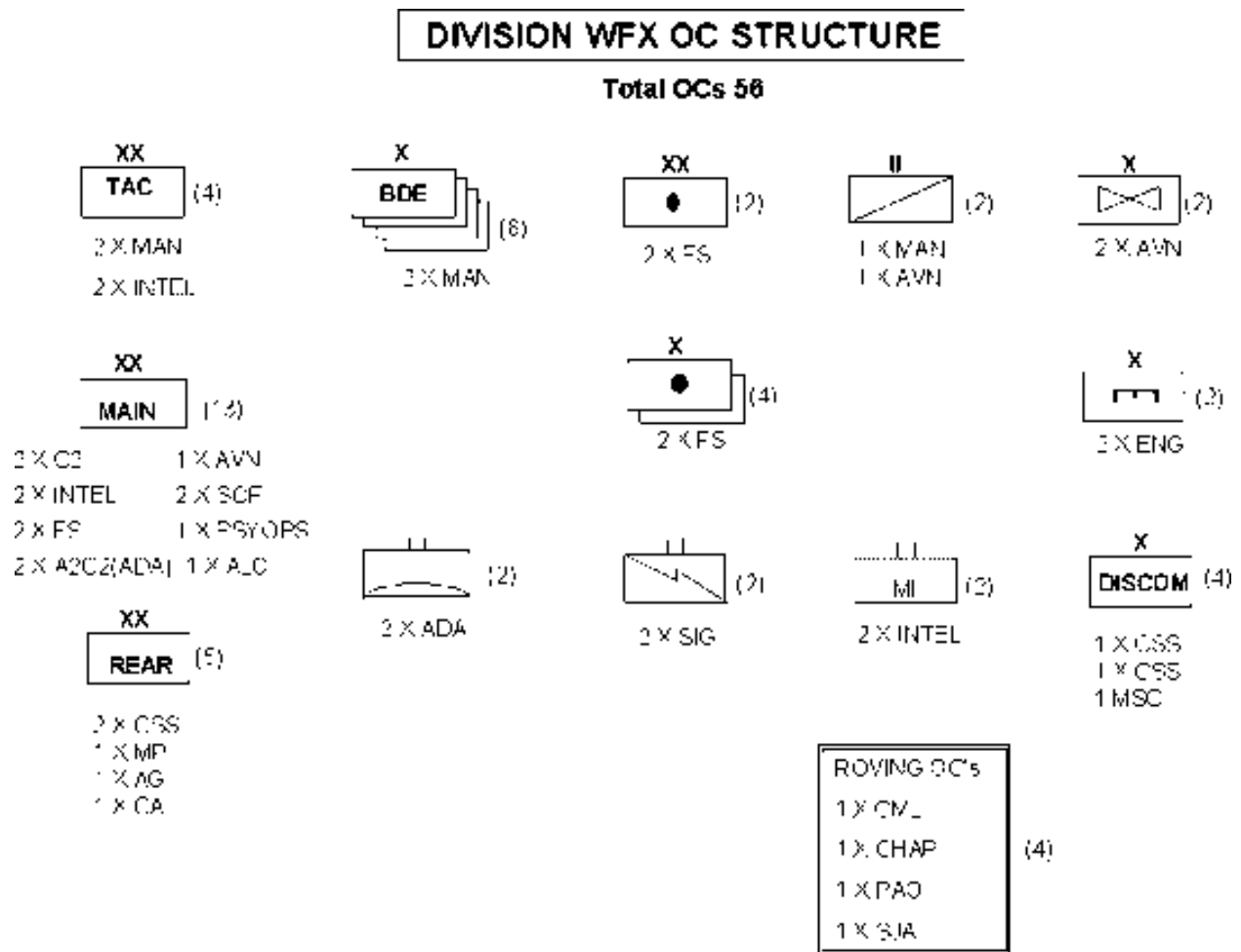**Figure F-1. Division Rotation Standard Troop List**

DIVISION WFX OC STRUCTURE
Total OCs 56

Figure F-2. Division Rotation Observer Controller Manning Model

d. Divisions will deploy the following CPs during a division exercise:

(1) Division TAC CP.

(2) Division main CP.

(3) Division rear CP.

(4) DISCOM HQs

e. The Division 's military intelligence, engineer, signal and air defense battalions will deploy their TOCs to the field.

f. Maneuver brigades deploy their CPs to the field.

g. The division cavalry squadron deploys its CPs to the field.

h. The DIVARTY deploys its CPs to the field.

i. All corps artillery brigade, ACR, separate brigade, battalion and company CPs that may maneuver within the competitive zone (aviation, air defense artillery, engineer, signal and military intelligence) deploy TOCs to the field.

F-3. Restrictions.

a. Units desiring to exercise more than four maneuver brigades must clear the exception to policy with their MACOM commander, ICW BCTP. MACOMs resource any cost incurred over the division STL. MACOMs provide all additional augmentee OCs over the division STL.

b. It is a unit responsibility to satisfy the requirements established in AR 350-50 within division STL. It is a goal to incorporate heavy/light, ARNG Divisions, and SOF element CPs in division exercises. The units selected to participate must satisfy these requirements. Corps desiring to fore go these features must clear the exception to policy with their MACOM commander, ICW BCTP.

c. Participation of non-competitive units requires approval by the EXDIR at the STARTEX Conference.

d. Battalions/Task Force will occupy the BSC and operate from that location during the exercise.

Appendix G
Embedded Standard Troop List (OPSGRPs A and B)

G-1. Purpose. The purpose of this appendix is to prescribe the standard troop list for division organizations during the exercise portion of a BCTP embedded corps exercise.

G-2. General information.

a. The corps and division standard troop lists (figures E-1 and F-1) combine to provide the standard troop list for an embedded exercise. Figure G-1 provides the STL for embedded rotations. Figure G-2 shows the embedded rotation OC manning model.

b. Embedded exercises are seven days in length and 24 hours per day.

c. It requires both OPSGRPs A and B, with external augmentation tasked thru TRADOC, to conduct a corps exercise. The MACOMs will provide AOCs above the corps STL when a division is embedded.

d. The corps will deploy CPs IAW appendix E para E-2(f thru i). The embedded division will deploy CPs IAW appendix F para F-2d. Non-embedded divisions of the corps will deploy CPs IAW appendix E, para E-2(e- i).

G-3. Restrictions

a. The embedded division will not be the main effort of the corps during the WFX.

b. BCTP does not have the capability to execute an exercise above the embedded standard troop lists.
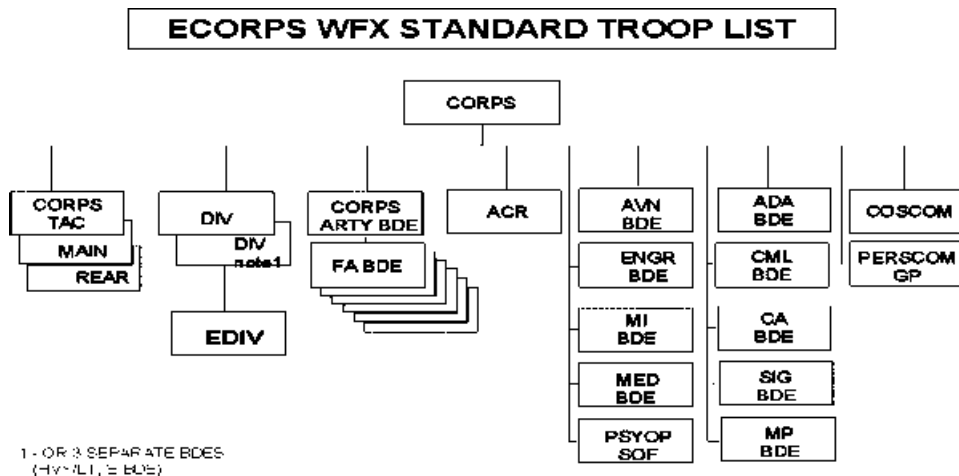
c. All other restrictions apply from appendixes E and F.
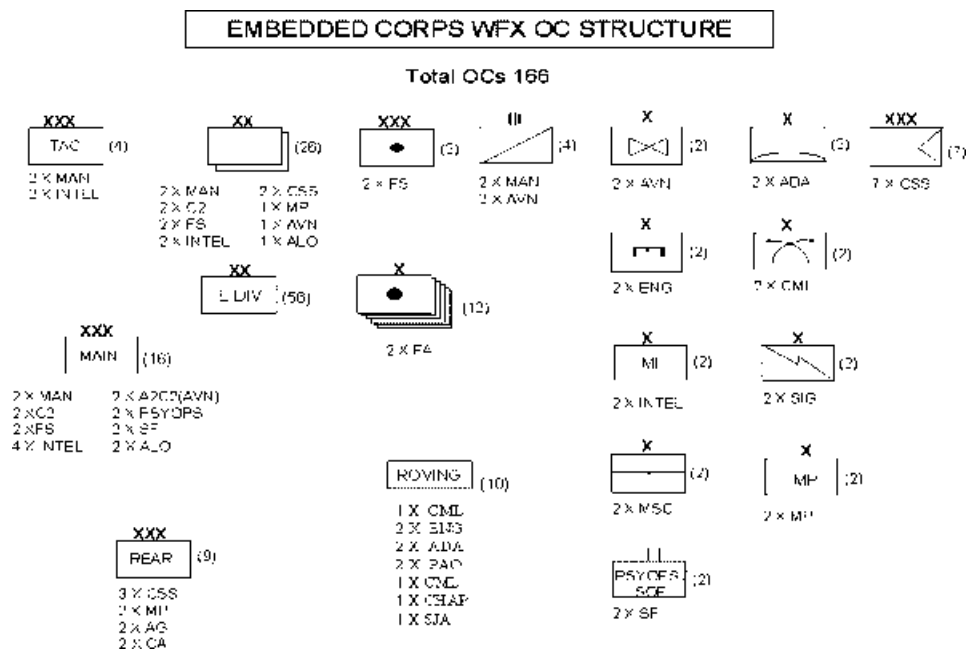

Figure G-1. Embedded Rotation Standard Troop List

Figure G-2. Embedded Rotation Observer Controller Manning Model

Appendix H
Brigade Standard Troop List (OPSGRP C)

H-1. Purpose. The purpose of this Appendix is to prescribe the STL for brigade organizations during the exercise portion of BCTP brigade rotations. Figure H-1 provides the STL for brigade exercises.   Figure H-2 shows the brigade OT manning model.

H-2. General information.

a. Brigade exercises are 4 days in length and 24 hours per day.

b. OPSGRP C executes all brigade exercises.

c. Brigades will deploy the following elements during

a BWFX:

(1) Brigade TAC CP (if applicable).

(2) Brigade main CP.

(3) Brigade rear CP.

(4) CPs of all battalions (FA, MNVR, SB, EN) and separate troops (CAV TRP) and associated admin/log centers attached to the brigade for the exercise.

H-3. Restrictions. BCTP can provide OTs for a maximum of three maneuver battalions. OT coverage of more than three maneuver battalions requires additional augmentation. Brigades desiring to exercise more than three maneuver battalions must clear the exception to policy with the EXDIR, ICW BCTP.
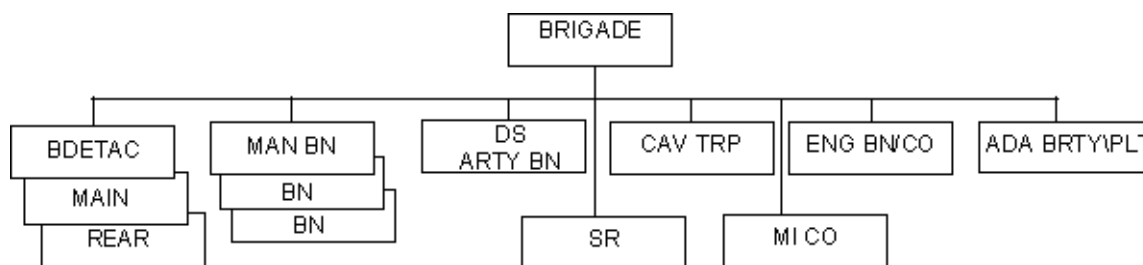

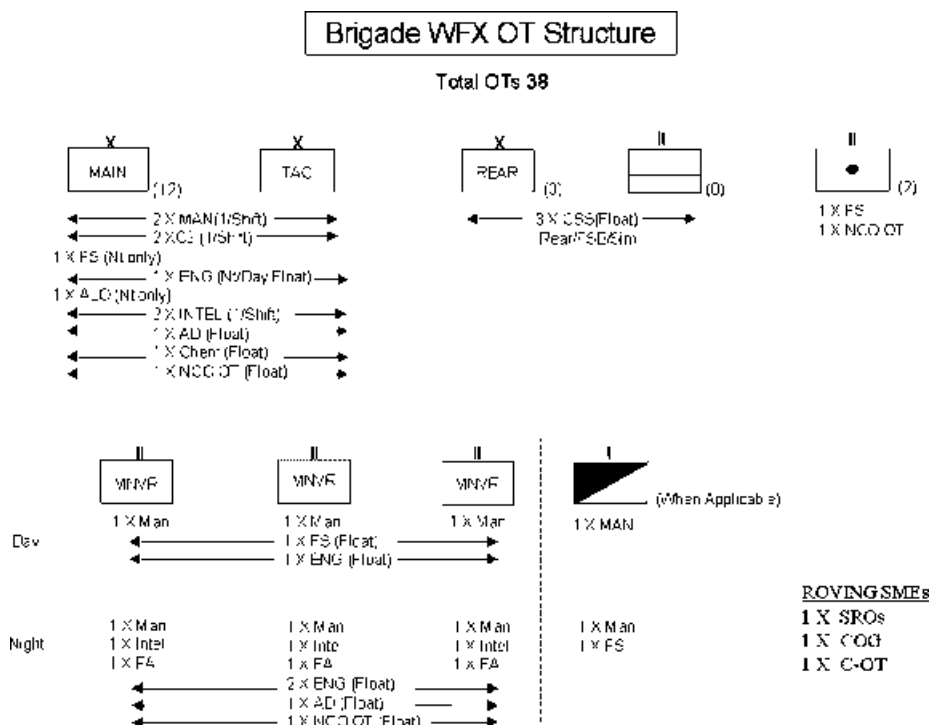**Figure H-1. Brigade Rotation Standard Troop List**

Figure H-2. Brigade WFX Observer Trainer Manning Model

Appendix I
Joint Exercise Observer Training Package (OPSGRP D)

I-1. All joint exercises are different, based on METT-T and Higher HQ guidance. The troop list for JTF exercises vary with the mission of the JTF HQ. Figure H-1 shows the joint exercise OT manning model for a large ARFOR exercise. The actual OT package is tailored to the exercise size, scope and training objectives. JTFs deploy the following elements during an exercise:

a. JTF main CP.

b. JTF rear CP.

c. All participating component command CPs of the JTF (ARFOR, AFFOR, MARFOR, NAVFOR, JCMOTF, JPOTF, JSOTF).

d. Separate Task Force CPs of the JTF.

I-2. Restrictions.

a. With all possible and required CPs participating, the ARFOR/JTF would have all joint forces under its control. BCTP can provide, with routine augmentation due to manning shortfalls, OTs for the ARFOR/JTF HQ and liaison with the ARFOR/ JTF higher HQ and the JSOTF, ARFOR, AFFOR, MARFOR, and NAVFOR HQ. Complete OT coverage depends on the JTF force structure and usually requires additional augmentation for OPSGRP D.

b. Joint Pub 3-0, dated February 1995, page 11-13 defines ARFOR/JTF as a joint force that is constituted and so designed by the Secretary of Defense, a combatant commander, a subordinate unified commander, or an existing ARFOR/JTF commander.

(1) Commanders of ARFOR/JTF are responsible to the ARFOR/JTF establishing authority and exercise OPCON over assigned force and normally exercise OPCON over attached forces. JTF staffs are normally augmented with representatives from component commanders or the establishing HQ.

(2) ARFOR/JTF operations are normally operational in nature, conducted to achieve operational level objectives.

(3) A ARFOR/JTF is dissolved by the proper authority when the purpose for which it was created has been achieved or when it is no longer required.

c. Joint exercises are normally conducted using a simulation confederation, based on the size, scope, and joint force composition. Any force portrayed in the competitive zone of a simulation should have a CP deployed to the field and be represented by a workstation in the BSC.

d. OPSGRP D and BCTP normally do not provide simulation support for the joint exercise. The OPSGRP D training focus, is on operational planning and execution processes, rather than tied to simulation results.
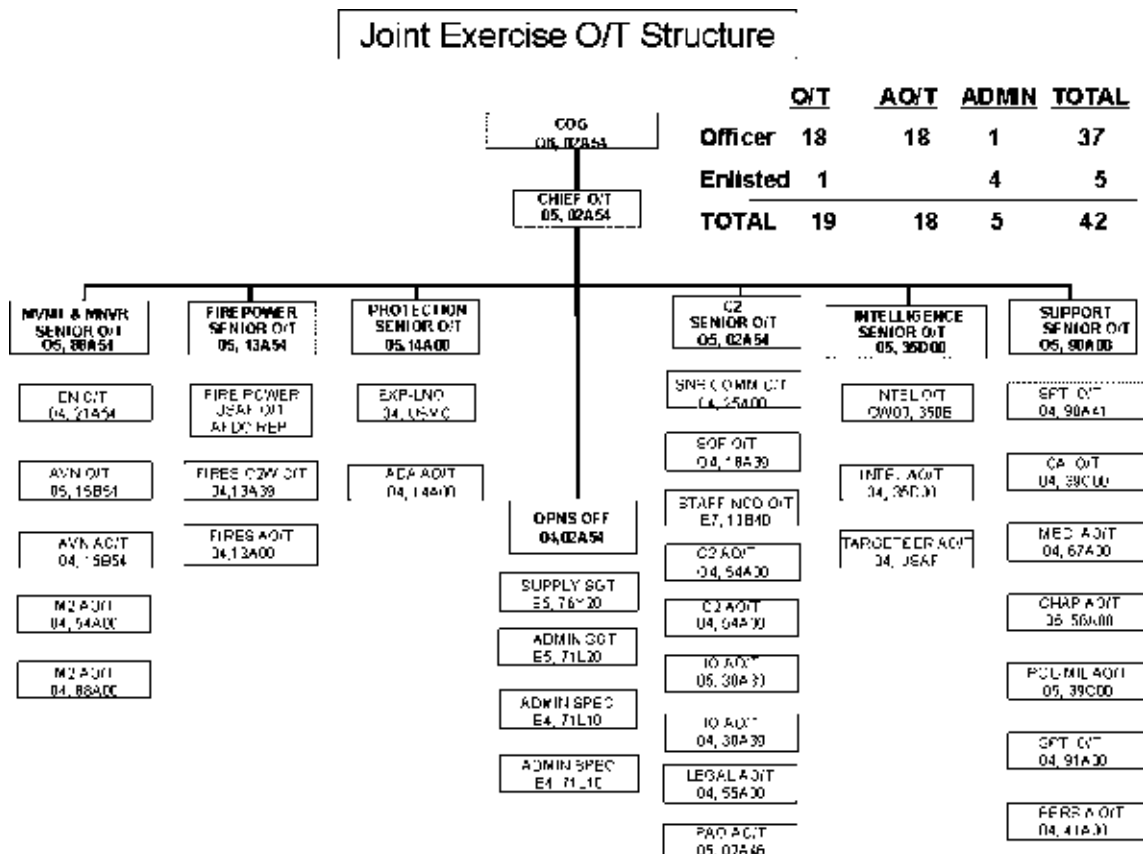

Figure I-2. Joint Exercise Observer Trainer Manning Model

Appendix J
Rotation Milestones for Active Component
Division/Corps Rotation

J-1. General. Following is a sample milestone guideline to prepare units for BCTP division/corps rotations. Coordination between the exercise unit, its higher HQ, and the BCTP determines specific dates.

DATE	EVENTS
Three to six months After change of command	Seminar (SEM)
Four to six months After seminar	Warfighter Exercise (WFX)
Thirty to sixty days After Warfighter exercise	Final Exercise Report (FER)

J-2. Milestones. Rotation milestones for the SEM and the WFX for AC units.

MILESTONE DAYS	EVENTS
WFX-305/355 WFX-355 (OCONUS) SEM-150/180	IPC/Site Survey with unit to establish WFX facilities, power, and commo requirements
SEM-130/150	BLUFOR and OPFOR seminar scenario developed
WFX-185/205	WFX STARTEX Conference
WFX-150/180	BLUFOR and OPFOR WFX scenario developed
SEM-100/110	BLUFOR and OPFOR seminar scenario finalized
SEM-40/60	Seminar Corps OPLAN developed; unit seminar schedule developed
SEM-30/45	Seminar participant itineraries to BCTP with bios CG/MSC of Commanders to BCTP
SEM-5/10	Seminar coordination completed
SEM 0/+5	Seminar
WFX-120/150	Higher HQ WFX directive developed; BLUFOR and OPFOR WFX scenarios finalized to include task organization and METL
WFX-75/90	Higher HQ OPLAN developed
WFX-60/90	Higher HQ OPLAN to BCTP WFX unit SOPs to BCTP
WFX-35	OPFOR campaign plan developed
WFX-15 (NET)	Higher HQ OPLAN issued to WFX unit
WFX-6	WFX unit and MSC OPORDs to BCTP
WFX 0/+5 (DIV) 0/+7 (CORPS)	WFX
WFX +6/10	FER prepared
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL

Appendix K
Rotation Milestones for Army National Guard Divisions

K-1. General. Following is a sample milestone guideline to prepare ARNG divisions for BCTP division rotations. Coordination between the exercise unit, its higher HQ, and BCTP determines specific dates.

DATE	EVENTS
When scheduled	Seminar (SEM)
When scheduled	Warfighter Exercise (WFX)
Thirty to sixty days after Warfighter exercise	Final Exercise Report (FER)

K-2. Milestones. Rotation milestones for the SEM and the WFX for Army National Guard Divisions. When the Seminar and the WFX are joined, i.e., the OPLAN developed for the Seminar is used in the WFX, para K-2a will be used. If the SEM and WFX are not joined, i.e., SEM and WFX OPLANs are different, use para K-2b.

    a. SEM and WFX joined.

MILESTONE DAYS	EVENTS
WFX-545	Corps and Division notification
WFX-515	Initial Planning Conference
WFX-325/360	WFX STARTEX Conference; Requirements list to unit
SEM-130/150	BLUFOR and OPFOR Seminar scenario developed
SEM-100/110	BLUFOR and OPFOR Seminar scenario finalized
SEM-40/60	Seminar Corps OPLAN developed; unit seminar
Seminar	schedule developed
SEM 0/+5	Seminar
WFX-60/90	Unit's WFX OPLAN and SOPs to BCTP
WFX-60	OPFOR Campaign Plan developed
WFX-35/65	WFX unit's MSC OPORDs to BCTP
WFX 0/+5	WFX
WFX +6/10	FER prepared; PSP initiated
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL
WFX +30/45	PSP to WFX unit

    b. SEM and WFX not joined.

MILESTONE DAYS	EVENTS
WFX-545	Corps and Division notification
WFX-515	Initial Planning Conference
WFX-325/360	WFX STARTEX Conference; Requirements list to unit
WFX-300/365	Higher HQ WFX directive developed; BLUFOR and OPFOR WFX scenarios finalized to include task organization and METL
WFX-270/300	Higher HQ OPLAN developed
SEM-130/150	BLUFOR and OPFOR Seminar scenario developed
SEM-100/110	BLUFOR and OPFOR Seminar scenario finalized
SEM-40/60	Seminar Corps OPLAN developed; unit seminar schedule developed
SEM 0/+5	Seminar
WFX-60/90	Unit's WFX OPLAN and SOPs to BCTP
WFX-60	OPFOR Campaign Plan developed
WFX-35/65	WFX unit's MSC OPORDs to BCTP
WFX 0/+5	WFX
WFX +6/10	FER prepared; PSP initiated
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL
WFX +30/45	PSP to WFX unit

Appendix L
Rotation Milestones for Army National Guard Brigade Rotations

L-1. General. Following is a sample milestone guideline to prepare ARNG brigades for BWFX rotations. Coordination between the exercise unit, its higher HQ, and BCTP determines specific dates.
(BWFX = BWFX STARTEX, SEM = Beginning of seminar.)

L-2. Milestones.

MILESTONE DAYS	EVENTS/PRODUCTS DUE
BWFX-300	IPC/ Site Survey
SEM-180	Determine work station requirements Determine furniture requirements Determine communications requirements Determine TDA and task organization Determine lodging requirements

MILESTONE DAYS	EVENTS/PRODUCTS DUE
SEM-120	STARTEX Conference Unit provides MTOE, UBL, Troop list, TACSOP, and PLL
SEM-90	CBRC Conducts unit training
BWFX-158, SEM-63	BLUFOR seminar database developed
BWFX-155, SEM-60	Seminar participant list due to BCTP
BWFX –123	Seminar training plan
SEM-27	OPFOR seminar campaign plan
BWFX –122	BWFX Simulation Control Plan complete
SEM-30	Division OPOR sent to training unit
BWFX –100 SEM-5	OPFOR seminar combat orders and campaign plan
BWFX –99, SEM-4	Seminar database check
BWFX –94, S-1	Unit arrives at LDC
BWFX –95, SEM	Seminar begins
BWFX –93, SEM+1	Seminar simulation runs (JANUS)
SEM+4	Seminar ends SCP delivered BWFX equipment summary finalized
BWFX –60	Coordinate air travel, lodging, and rental cars. OPFOR Simulation Control Plan BLUFOR and OPFOR date extract report Unit provides MTOE, UBL, troop list, and PLL BCTP conducts courtesy crosswalk of all operations orders at unit's home station.
BWFX –39	BLUFOR and OPFOR BWFX database scrub
BWFX –35	Final BDE and all sub all unit operation orders with all overlays and Annexes due to BCTP
BWFX –29	BWFX rules and work-arounds, road to war, and OPFOR campaign plan
BWFX –23	Complete BWFX databases
BWFX –10	Ship baggage and equipment to BWFX site BWFX –4 OPSGRP advance party deploys
BWFX –3	By name list of BSC detail to OPSGRP Shipment from Fort Leavenworth arrives at BWFX site
BWFX –2	OPSGRP main body deploys (AM) BSC set up/training preparation (PM)
BWFX –1	BSC augmentees under OPSGRP control BSC work cell augmentee training OT augmentation deploys
BWFX	BSC work cell augmentee training (AM) Final BWFX data input (PM) BWFX STARTEX

MILESTONE DAYS	EVENTS/PRODUCTS DUE
BWFX +1	Interim AAR
BWFX +2	ENDEX, Final AAR/FER provided to unit

Appendix M
Rotation Milestones for ARFOR/JTF Exercises

M-1. General. Following is a sample milestone guideline to prepare units for ARFOR/JTF rotations. Coordination between the JTF, its higher HQ, and BCTP determines specific dates.

DATE	EVENTS
Three to five months prior to the simulation Exercise	Seminar
Three to five months after the seminar	Joint exercise
Thirty days after Joint exercise AAR	Final Exercise Report

M-2. Milestones. Rotation milestones for the SEM and WFX (Joint exercise).

MILESTONE DAYS	EVENTS
SEM-180/365	Request for OPSGRP D support submitted to TRADOC for approval
Joint exercise-305/335	Initial Planning Conference/site survey with unit
Sem-180	BLUFOR and OPFOR seminar scenario developed
S-120	BLUFOR and OPFOR seminar scenario finalized
S-40/60	Seminar higher HQ OPLAN/Campaign Plan developed; unit seminar schedule developed
S-30/45	Seminar participant itineraries to BCTP with biographies of CJTF/MSC CDRs to BCTP
S-21	Seminar read ahead packets to unit
S-5/10	Seminar coordination complete
S-0/+5	Seminar
Joint exercise -365	Request for OPSGRP D support submitted to TRADOC
Joint exercise-285/305	STARTEX Conference BLUFOR and OPFOR joint exercise scenarios developed
Joint exercise-95/125	Higher HQ exercise directive developed

MILESTONE DAYS	EVENTS
Joint exercise-90/120	BLUFOR and OPFOR joint exercise scenarios finalized to include task organization and JMETL
Joint exercise-75/90	Higher HQ OPLAN/Campaign Plan developed OPFOR campaign plan developed
Joint exercise-60/90	JTF's JSOPs to BCTP
Joint exercise-15 (NET)	Higher HQ OPLAN issued to joint exercise unit
Joint exercise-6	Joint exercise unit and MSC OPORDs to BCTP
Joint exercise+0/6	Joint exercise
Joint exercise+6/10	FER prepared
Joint exercise+30	FER to Joint exercise JTF

Appendix N
Observer Controller/Observer Trainer Augmentation

N-1. General.

a. Per AR 350-50, TRADOC must fill authorized OPSGRP TDA positions through permanent or augmentee assignments.

b. The OC augmentation program is required to fill shortfalls in available personnel assignments and to allow OPSGRP personnel to attend DA schools.

c. The training unit's MACOM is responsible for OC augmentation for any elements above the standard rotation troop list as determined at the IPC.

d. TRADOC installations provide tasked OCs for an average of nine days depending upon the exercise schedule and location.

N-2. Tasking Process. The following process will support shortfalls in ODP supported BCTP OC positions:

a. D (-) 120. OPSGRP identifies an existing OC shortfall and forwards request for augmentation to the CDR, BCTP.

b. D (-) 100. CDR, BCTP forwards request to DCST, TRADOC.

c. D (-) 90. CTCD prepares a DCST tasking message for the proponent branch school(s).

d. D (-) 60. Schools provide augmentee names or request relief NLT 60 days prior to the exercise. School must address relief requests to the DCST and signed "FOR THE COMMANDANT" by the school chief of staff or COL equivalent.

e. D (-) 59. The augmentee OC conducts direct coordination with the Operations Group for training, travel, and mission requirements.

f. D (-) 10. Fund cites available from BCTP Resource Management (RM).

N-3. Volunteers. IAW timeline in para N-2 above, BCTP requests volunteer augmentees OC support from the corps and CONUSAs. Qualified military personnel may volunteer to be a BCTP OC/OT augmentee. OPSGRP A, B, and D AOCs must be MEL 4, branch qualified MAJ or LTCs; OPSGRP C AOC must be branch qualified CPTs or above. Volunteer participation in exercises has helped prepare or refresh participants on corps and division operations while returning to their unit better prepared to negotiate and lead battle staff operations.

Appendix O
Contingency Operations and Unforecasted Events

General.

a. This appendix informs all MACOMs/users requesting BCTP OPSGP support for contingency operations and other unforecasted events to provide a fund cite/source at the time of request. This is necessary because contingency operations are not programmed as part of the normal BCTP POM cycle, and are not funded by the CTC Program.

b. DCSOPS of the Army is the approving authority for all unforecasted requests for use of BCTP Operations Groups. Unforecasted requests include, but are not limited to, support of contingency operations and any other request not scheduled IAW chapter 1, para 1-9. Resolve funding for such requests prior to approval by HQDA. MACOMs forward requests through TRADOC; include OCONUS country clearance data if applicable. Include a fund cite/source, and exact costing data, determined by BCTP and requesting unit. TRADOC provides recommendation and forwards the request through DAMO-TR to DCSOPS.

Glossary

Section 1
Abbreviations

AAR	After Action Review
ABCS	Army Battle Command System
AC	Active Component
AOC	Augmentee Observer Controller
ARFOR	Army Force
ARNG	Army National Guard
ASCC	Army Service Component Command
ATCCS	Army Tactical Command and Control System
BBS	Brigade Battle Simulation
BCTP	Battle Command Training Program
BLUFOR	Blue Forces
BOS	Battlefield Operating Systems
BSC	Battle Simulation Center
BWFX	Brigade Warfighter Exercise
CAC	Combined Arms Command
CBS	Corps Battle Simulation
CG	Commanding General
CGSC	Command and General Staff College
CINC	Commander In Chief
COG	Commander Operations Group
CONUS	continental United States
CP	Command Post
CPX	Command Post Exercise
CSA	Chief of Staff, Army
CTC	Combat Training Center
DA	Department of the Army
DCG CAC-CAT	Deputy Commanding General Combined Arms Center (Combined Arms Training)
DCSINT	Deputy Chief of Staff for Intelligence
DCST	Deputy Chief of Staff

DTLOMS	doctrine, training, leader development, organization, materiel, soldiers
EAC	Echelons Above Corps
ENDEX	End of Exercise
EXDIR	Exercise Director
FER	Final Exercise Report
FM	Field Manual
FORSCOM	United States Army Forces Command
IAW	in accordance with
ICW	in coordination with
IPC	Initial Planning Conference
JFLCC	Joint Forces Land Component Commander
JTF	Joint Task Force
LDC	Leader Development Center
MACOM	major Army command
METL	Mission Essential Task List
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTOE	modified table of organization and equipment
MUTA-#	multiple unit training assembly (The number denotes how many unit training assemblies [four hour blocks of training time] are consecutively conducted)
NCO	noncommissioned officer
NG	the Army National Guard
NGB	National Guard Bureau
NSC	National Simulation Center
OC	observer controller (BWFX, Div, Corps Exercise)
OCONUS	outside continental United States
ODP	Officer Distribution Plan
OPFOR	Opposing Forces
OPLAN	Operations Plan
OPSGRP	Operations Group
OT	observer trainer
POC	Point of Contact
PSP	Proficiency Sustainment Package
PSYOP	Psychological Operations
RC	Reserve Component
SCP	Simulation Control Plan
SME	subject matter expert
SOCCE	Special Operations Command and Control Element
SOF	Special Operations Forces
SOP	standing operating procedures
SRO	Senior Observer

STARTEX	Start of Exercise
TDA	table of distribution and allowances
TF	Task Force
THP	take home package
TRADOC	United States Training and Doctrine Command
TSC	Training Support Center
USAREUR	U.S. Army Europe
WARSIM	War Simulation
WCOPFOR	World Class Opposing Force
WFX	Warfighter Exercise

Section II
Terms

Army Battle Command System (ABCS)
Multiple C2 systems that operate from the strategic through tactical level. These systems integrate a series of Battlefield Automated Systems (BAS) into a single, coherent, relational C2 system (see Chapter 6).

Army Tactical Command and Control System (ATCCS)
Made up of the Battlefield Functional Area (BFA) systems: Fire support, Advanced Field Artillery Tactical Data Systems (AFATDS), Intelligence, All Source Analysis System (ASAS), Logistics, Combat Service Support Command and Control Systems (CSSCS), Forward Area Air Defense for Command and Control, Communications (FAADC3I), and Combined Arms - Maneuver Control System (MCS). Once fully fielded, ATCCS will provide corps, division, brigade and maneuver battalion with fully automated C2.

Active Component (AC)
U.S. Army personnel on full-time active duty military service.

active duty training (ADT)
A tour of duty for training reserve component soldiers.

adjudication
Those actions taken by the Commander, BCTP, to settle situation anomalies through a manual process which considers the facts related to the issue and the application of military judgment for a 'reasonable solution'.

After Action Review (AAR)
A method of providing feedback to units, involving participants in the training diagnostic process, to increase and reinforce learning. The AAR leader guides participants in identifying deficiencies and seeking solutions. There are two types of AARs during BCTP exercises, formal and informal. Normally each exercise has two formal AARs. BCTP conducts one halfway through the exercise and the second one after ENDEX. A brief description of formal and informal AARs follows:

  Formal AAR: Two AARs conducted during the exercise portion of a BCTP division/corps rotation. The command group, principal/battle staff, and MSC commanders

attend. The COG facilitates the AAR. The senior observer attends as well as the OPSGRP BOS Chiefs and SMEs. Contractor AV section films these AARs. Copies of these films are a part of the unit THP/PSP.

Informal AAR: OCs conduct two AARs for the MSC units they observe.

AAR Build
The process by which the COG develops the formal AAR presentation. Normally starts seven hours prior to the formal AAR.

algorithm
A series of mathematical equations used for the Corps Battle System battle calculus.

analyst
A BCTP contract civilian working in the BCTP operations center during a exercise to retrieve/analyze data for the formal AAR.

annual training (AT)
The minimal period of annual active duty training a member performs to satisfy the annual training requirements associated with Reserve Component assignment perform during one or more consecutive days.

Augmentee Observer Controller/Trainer (AOC/AOT)
A non-certified OC (NCO or Officer) tasked to augment BCTP during an exercise to provide expertise not available or to temporarily fill a personnel vacancy within BCTP to ensure comprehensive coverage of the exercise by all BOS and SMEs.

Azimuth Check
A term used to describe a meeting that is used to review the status of a exercise. Normally chaired by the COG with all BOS chiefs/SMEs and the CHOC attending.

battleboard
The total control surface used in manual or computer assisted battle simulations.

Battle Command Training Program (BCTP)
The capstone of the Army CTC program designed to provide tough, realistic, stressful, and high quality command and battle staff training for brigade, division, and corps commanders, their staffs, and major subordinate commanders. Serves as a source of data and lessons learned for the DTLOMS.

BCTP Rotation
A BCTP rotation consists of an initial planning conference/site survey, Start of Exercise Conference (STARTEX), Battle Command Seminar, Warfighter exercise, and a THP for AC units and PSP for RC units.

Battle Command Seminar (BCS)
A five day seminar, conducted at Fort Leavenworth, KS, to assist the commander in building his command and staff team. The BCS program focuses entirely on battle planning and war fighting. This exercise is a battle-focused team building for the command group, principal staff, major subordinate commanders, and the battle staff.

Blue Forces (BLUFOR)
A term to identify U.S. forces and their allies during exercises.

Battlefield Operating Systems (BOS)
The major functions occurring on the battlefield and performed by the force to successfully execute operations. The seven systems are: intelligence, maneuver, fire support, mobility/survivability, air defense, combat service support, and command and control.

Battlefield Operating System Chief/Subject Matter Expert (BOS Chief/SME)
Title given to senior OC/OTs in each OPSGRP for each BOS and SME area (SOF, CML, AVN, SC, and USAF).

Battle Simulation Center (BSC)
Name of primary facility on each installation that provides space and equipment to support BCTP rotations.

capstone
A program that aligns AC and RC units to meet the total Army's wartime requirements. The specific alignments change with each war plan. This allows for detailed theater planning and provides the basis for commanders to enter cohesive planning and training association. It is also the basis of allocation of resources by the peacetime chain of command to meet wartime training requirements.

cartoon
A graphic representation of an event or operation. Usually done on a slide using Harvard Graphics, PowerPoint, or the CBS Computer (SPARC).

Combat Training Center (CTC)
An Army program established to provide realistic service and combined arms training in accordance with Army doctrine. It provides training unit opportunities to increase collective proficiency on the most realistic battlefield available during peacetime. The four components of the CTC program are the National Training Center (NTC), the Joint Readiness Training Center (JRTC), the Combat Maneuver Training Center (CMTC), and BCTP. BCTP is the capstone of the CTC program.

Chief, Observer Controllers (CHOC)
Deputy OPSGRP Commander and chief of all Observer/Controllers involved in a BCTP rotation.

Combat outcome based on rules for attrition (COBRA)
COBRA is a rule based expert system to factor in the effects of METT-T.

Commander, Operations Group (COG)
Each OPSGRP and the WCOPFOR has a COL Commander.

competitive zone (CZ)
The unit executes the exercise and the simulation replicates free-play battlefield effects of the BLUFOR and OPFOR units in this area on the map during the WFX. The EXDIR establishes the CZ at the STARTEX Conference based on unit training objectives. Units

participating in the exercise conduct operations in the CZ. Specific grid coordinates determine the CZ. The CZ has four parts:

    a. The exercise unit's zone or sector, and its area of interest.

    b. The area forward of the exercise unit, that contains the competitive OPFOR.

    c. The area to the rear of the exercise unit that contains any BLUFOR units providing support to the exercise unit.

    d. A defined area to the flanks of the exercise unit, that contains competitive OPFOR.

Corps Battle Simulation (CBS)
A computerized, automated Command Post Exercise (CPX) driver designed to aid in the training of brigade through corps commanders, staffs, and major subordinate commanders in combat operations.

Counterpart In-Brief
An in-brief prior to STARTEX between the OCs and the unit commander.

crosswalk
BCTP method of reviewing orders, OPLANs, and operations to determine strengths, disconnects, concerns, and doctrinal errors. The training unit and Senior Observer (SRO) receive this SOP guided review in written form. The SRO also receives a "Crosswalk Brief" reviewing the entire operation, strengths, disconnects, and concerns by BOS/SME prior to STARTEX.

Deployment Exercise (DEPEX)
An exercise which provides training for soldiers, units, and support agencies in the tasks and procedures for deploying home stations or installations to potential areas of hostilities.

doctrine
The fundamental principles by which military forces guide their actions in support of objectives. It is authoritative, but requires judgment in application.

separate brigade (S-BDE)
Title given to 15 ARNG brigades with a high readiness priority. They are: 116 & 155AR Bdes, 30, 48, 81, 218, & 256 MECH Bdes, 27, 29, 39, 41, 45, 53, & 76 IN Bdes, and 278 ACR.

Embedded rotation
An embedded rotation is a corps exercise with one of its subordinate divisions executing a exercise simultaneously. For example, during a III Corps exercise, the ICD would also execute their exercise.

Enhanced rotation
An enhanced rotation is when the training unit and another unit both receive training during a exercise. For example, during a division exercise, a ARNG brigade participating in the exercise deploys their organic battalions to conduct training during the exercise.

Expanded rotation
An expanded rotation is an exercise that includes additional units above those identified in the corps/

division troop list. For example, a division wants to include a heavy or light brigade, or a separate brigade along with its three organic maneuver brigades in its exercise.

End of Exercise (ENDEX)
The end of the exercise.

Exercise Control Meeting
A daily (see white cell) meeting conducted on two levels with the specific purpose of keeping the exercise on track and focused on training objectives.

Exercise Director (EXDIR)
The exercise Director (Corps, Army Group, or Army Forces Commander), controls the exercise by establishing the exercise conditions, writing the higher HQ operations plan/order, and approving the warfighting unit's training objective.

explicit
Functions in CBS which require player/controller decision and actions.

Final Exercise Report (FER)
The final written AAR is completed by the respective OPSGRP, and given to the rotational unit NLT 30 days after the end of their exercise. It is a part of the THP. The FER includes a brief summary of the exercise and then a detailed analysis by BOS of tasks that the unit should sustain and improve. Also included are the "Red" commander's perceptions during the exercise, his reactions to these, and ground truth. This document is not provided to any other organizations or individuals except the Center for Army Lessons Learned (CALL). CALL does not publish exercise results with unit identification, all information is published in a sterilized form.

ground truth
The actual status of both friendly and enemy forces (i.e., location, status, combat effectiveness, etc) during a exercise maintained by the computer. It is often different than that of "perceived truth" which is what the training unit believes is the status of friendly and enemy units during the exercise.

hexagon (Hex)
The unit of terrain representation in previous versions of CBS including CBS1.5.3. Each hex is three kilometers from a side to the opposite side.

icon
A graphic representation of a unit in the CBS database which displays unit type and color, red for WCOPFOR and blue for friendly units.

Inclusive Joint Exercise
A BCTP WFX included inside the context of a Joint exercise, using a common road to war, scenario and C4I. Inclusive exercises provide the BCTP rigor and methodology in a mid to high intensity environment at either end of the exercise continuum.

implicit
Internal automatic CBS functions which require no player/controller action.

Initial Exercise Report (IER)
A summarized version of the FER given to the training unit immediately after the final AAR during an exercise.

Initial Planning Conference (IPC)
A conference usually conducted at the unit home station designed to determine the parameters for the seminar portion of a BCTP rotation. This meeting includes representatives from the rotation unit, their higher HQ, Operations Group (Operations, OC POC, Admin, COG), Contractor personnel (exercise POC, EXCON Chief, EXCON POC, and Database Technician), and the WCOPFOR. Planning date is approximately 150-180 days from the date of the seminar.

JANUS
An event driven simulation that models fighting systems as entities (such as tank, helicopter, etc) used to train platoon through brigade.

Joint Seminar
Program of instruction/facilitated discussion focused on transition requirements of US Army commanders and staffs performing the assigned mission of a JTF HQ or a US Army element performing the mission of an ARFOR. BCTP normally reserves this training for numbered army HQ, and CINC specified ARFOR or JTF HQ.

Lanchestrian
A computer methodology of modeling force-on-force attrition without advantage given to use of tactics to achieve the objective. For example, the most powerful force will win and the computer does not give credit for use of maneuver, terrain, etc.

Maneuver Control Cell
A cell of exercise control personnel who determine the actions of units that occur outside of the competitive zone that impact on the exercise.

multiple unit training assembly (MUTA)
A training assembly for RC units that consists of more than one four hour session.

National Simulation Center (NSC)
The NSC is a secure three story structure located on Fort Leavenworth, KS, whose mission is to support training exercises worldwide, operate the NSC simulation facility, and provide support to other simulation related activities. Their primary mission is to support BCTP rotations in a direct support (DS) role. They also provide the space and equipment to support the WCOPFOR participation in all BCTP rotations. The NSC has the capability to remote up to 120 workstations and 50 microvax computer systems.

non–competitive zone (NCZ)
The portion of the battleboard outside of the competitive zone where units are not competitive and the exercise Control Cell scripts combat actions.

observer controller (OC)
An individual tasked to observe training and provide administrative control and constructive feedback to participants during a training exercise. BCTP OCs do not evaluate the units during BCTP rotations. They provide doctrinal expertise by the Battlefield Operating

Systems. They give constructive feedback to the unit commander(s) and staff. The OCs provide input for the formal AAR during the exercise portion of the rotation, conduct informal AARs, and serve as a data source for improvements of U.S. Joint doctrine, Army doctrine, training, leader development, organizations, material, and soldiers (DTLOMS). All BCTP OCs must complete a comprehensive certification program before performing duties as an Observer Controller. OPSGRPs A and B have observer-controllers while OPSGRP C and D have observer-trainers.

observer trainer (OT)
An individual tasked to observe and train commanders and their staffs operating in a environment as either the Army component or as the nucleus for a JTF HQ. They do not control the exercise, hence the focus on trainer, not controller. OPSGRP C and D call their soldiers observer-trainers.

OC Hooch
An area for OC/OTs to meet, coordinate, draw equipment/supplies, access doctrinal publications, and receive administrative support during the seminar and exercise portions of BCTP rotations.

OPLAW
A BCTP OC responsible for Operational Law. Operational Law is defined as "the diverse set of domestic, international, and foreign legal disciplines that impact upon United States Military Forces" (FM 27-100, Operational Law, "Proposed"). It includes eight separate legal disciplines: Administrative and Civil Law, Claims, Comparative and Foreign Law, Contract Law, Criminal Law, International Law, Legal Assistance, and National Security Law.

Opposing Force (OPFOR)
Term used to identify enemy forces during BCTP rotations.

player/controller
Military personnel assigned to operate a work cell in the battle simulation center (BSC). They control unit icons in CBS and role-play the commanders and staffs of **truth** The status of both friendly and enemy forces (i.e., location, status, combat effectiveness, etc) based on unit reports, intelligence, overlays, and status boards. This is often different from 'ground truth' which is the actual situation maintained by exercise controllers.

product
A BCTP term used to describe any information that will be used during the formal AAR.

Ramp Up Exercise
An unit conducted exercise to train up for a WFX.

Request for Information (RFI)
A technique used by BCTP to provide information, guidance, and answer questions during seminars. BCTP uses the Army standard three part form is used to address all RFIs. All unit requests for information are submitted to BCTP OCs (who role play the higher HQ commander, staff, and MSCs) on this form. OCs log the information and send a response back to the unit.

role playing
A method by which player/controllers interact and communicate with their higher command posts. They replicate units actively engaged in combat operations to support the exercise.

See the Battlefield (STB)
A form filled out by OC/OTs designed to capture the location of friendly and enemy units as depicted on unit map boards at a specific date and time. OCs working in the corps or division TAC, Main, and Rear CPs normally fill these out.

Senior Control
Work cells in both the BLUFOR and OPFOR BSCs which have sole access to CBS senior control capabilities to control the simulation.

senior observer (SRO)
A retired general officer hand picked by the CSA to assist in the training/mentoring of commanders, staffs, and MSC commanders during BCTP rotations. They participate in the seminar and exercise portions of rotations. One senior observer normally supports each brigade (BWFX or CBS) division rotation and three support a corps (CBS) rotation.

simulation
The representation of certain features of behavior of a system. In computing, a simulation refers to the employment of the computation process to implement a model of some dynamic system or process.

Simulation Control Plan (SCP)
The Simulation Control Plan defines BCTP requirements for executing an exercise. BCTP prepares and furnishes the SCP for implementation to the EXDIR.

site survey
The purpose of the Site Survey is to ensure the unit's facilities are adequate to support the exercise. BCTP personnel conducting the Site Survey include the military exercise POC, and the contractor personnel (exercise POC, Communications Specialist, and Technical Support Chief). The Site Survey is normally conducted just prior to the IPC.

SPARC
Name of micro-computer system used by analysts to interface with CBS.

Start of Exercise (STARTEX)
The beginning of an exercise.

STARTEX Conference
A conference designed to work out all operational and administrative details for a unit exercise. EXCON has proponency for this meeting. A MOA establishes the parameters for conduct of the exercise. The higher HQ unit host this conference with POCs from the rotation unit, BCTP, WCOPFOR, contractor personnel, EXCON, and the exercise Director.

stochastic
Involving or containing a random variable.

Warfighter Exercise (WFX)
A BCTP training event for brigade, division, or corps commanders and their staffs. It is a simulation supported, multi-echelon, fully integrated CPX exercise utilizing the CTC training methodology.

WARSIM
Name of computer simulation due to replace CBS. Initial fielding begins in FY99 and the simulation should be available for use by the entire army in 2003.

WCOPFOR Forward
A cell from the WCOPFOR who deploy to the installation BSC during the exercise. They are neutral players who confirm or deny ground truth IAW Red WCOPFOR plans and campaign plan execution.

white cell
A neutral element that ensures the exercise stays on course and within the exercise commander's training objectives. This group includes the EXDIR, BCTP Commander, WCOPFOR Commander, members of EXCON, and selected higher HQ staff.

workaround
Replication of functionality or military operation that CBS currently does not model or adequately model.

workstation
A set of hardware in the BSC. Normally consists of a TV monitor, laser disk player, graphover, VT220 or VT 320 monitor with keyboard, digitized pad with puck, a printer, and MICROVAX computer. Usually each player/controller work cell will have two workstations, one to support operations and the other to support logistics.
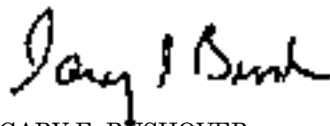
workcell
An area (usually in the installation BSC) that contains two workstations, player controllers, and work cell controller.

workcell controller
A BCTP contract civilian (usually a retired field grade officer) who monitors player/controllers, assists in their train up exercise, provides SME advice, and provides input to the formal/informal AARs as required. Also known as the "Tie-guy."

FOR THE COMMANDER:

OFFICIAL: CHARLES W. THOMAS
                   Major General, GS
                   Chief of Staff

GARY E. BUSHOVER
Colonel, GS
Deputy Chief of Staff
    for Information Management